

Lead From Where You Are
Kentucky Department for Libraries and Archives

Summary

The Kentucky Department for Libraries and Archives (KDLA) is seeking \$249,412 in funding for the three-year Lead From Where You Are initiative. This program will support and encourage library personnel and board members to lead from where they are regardless of their current position, bolstering confidence and skills to navigate obstacles facing libraries. The project will culminate in an online library leadership course and ten leadership development workshops. Electronic resources developed through this project will include an online Library Engagement and Development (LEAD) Toolkit. This resource will house a variety of training materials including a Leadership Development Handbook to assist library directors in planning and carrying out leadership training for their workplaces and a State Leadership Program Development Guide intended to assist other state libraries in replicating the program. All training and resources developed throughout the program will be made free and open to the library community.

Project Justification

Throughout 2020 and 2021, libraries nationwide experienced unusually high turnover and continue to be challenged with attracting a qualified workforce.¹ The KDLA 2023 Annual Public Library Survey confirmed that public libraries across the Commonwealth had an influx of new personnel over the past several years, mirroring national trends. Completed by 589 public library staff members, the 2023 survey revealed that 40% of respondents had less than five years of experience at their respective libraries and 25% of respondents had worked at their respective libraries for two years or less. A considerable number of new library staff lack familiarity with established library practices, rendering them unprepared for leadership roles.² Additionally, in the past three years over 40% of library directors in Kentucky have retired, stepped down to other positions in their library, or left the profession completely. A labor shortage in Kentucky, where there are only 74 workers available for every 100 job openings, compounds these issues.³ In response to this shortage, especially in rural areas, library boards are more likely to appoint directors without library experience or related degrees due to the limited pool of qualified applicants. ² As a result of these circumstances, libraries are experiencing leadership gaps in their libraries.

Another pressing matter necessitating the establishment of leadership training pertains to the responsibilities undertaken by trustees in ensuring effective library governance and leadership. Trustees need to have leadership, management skills, and an understanding of fundamental library principles to effectively serve the library. They have considerable influence in decision-making processes impacting information accessibility and service quality, which highlights the critical need for a qualified and supportive board. Libraries often have difficulty finding board members who have these unique skills and are willing to serve in an unpaid position. Additionally, the passage of KY SB167 in 2022 made changes to the trustee appointment process, allowing county judge executives to select new library board members and bypass traditional application and appointment processes. Consequently, many new trustees have been appointed who have limited library experience and are unfamiliar with common library values and standard practices. Because of this, KDLA Consultants have recorded an increase in requests for assistance in topics related to trustees and library governance. Considering other states also are largely governed by trustees and have recently been affected by legislative shifts regarding libraries, our training proposals hold timely relevance and applicability beyond the borders of Kentucky.⁴

The nationwide library community is also experiencing challenges to services and collections that further warrant the implementation of a comprehensive leadership program.⁵ Findings from the 2023 KDLA Annual Report underscored the escalation of materials challenges within Kentucky's public libraries, showing a twofold increase in 2023 compared to 2021. Our active participation in national organizations including the Southern Council of Chief Officers of State Library Agencies (COSLA), and the Institute of Museum and Library Services (IMLS) quarterly meetings, revealed that challenges faced by Kentucky libraries were reflective of broader national library concerns. As a result of these challenges, libraries are under unprecedented public scrutiny and are challenged with navigating these conflicts in public board meetings. Consequently, consultants from the Kentucky Department for Libraries and Archives have recorded a significant increase in requests for guidance on effectively managing persistent material and service challenges while maintaining access to services and collections. This increase in consultations regarding challenged services underscores the critical need for ongoing support and training for library professionals in navigating these complex issues.

The lack of affordable and accessible leadership training also necessitates the development of the *Lead From Where You Are* training program. KDLA is committed to curating and providing training opportunities to support library professionals. The training that this project will provide aligns with the Library Certification Law of 1928, which mandates 100 hours of training every five years for full-time library professionals.⁶ While a trustee certification program is provided by KDLA, it is not legally mandated and is lacking in leadership training resources. KDLA also lacks a comprehensive program that addresses the diverse leadership training needs of both library workers and trustees. While similar initiatives exist in other states, such as the Public Library Institute for New and Creative Leadership Education (PINNACLE) by the Georgia Public Library Service and the CALL Academy and Catalyst Leadership Development program offered by the California State Library, they are not accessible to Kentucky library professionals or trustees.^{7 8 9} Although national and state professional organizations like the Association for Rural and Small Libraries and the Texas Public Library Association provide leadership training programs such as the Leadership Institute, LAUNCH, and TALL Texan, these options often come with significant barriers such as high registration costs, extensive travel, membership restrictions, and limited availability.^{10 11} Consequently, options for free and open leadership training are limited for Kentucky library professionals and trustees, necessitating the development of a tailored leadership training initiative.

In conclusion, these challenges underscore the critical need for a comprehensive leadership program within Kentucky's public libraries. From high turnover rates to the complexities of trustees' responsibilities and the increasing demand for effective governance, the necessity for skilled leadership is paramount. The escalating material and service challenges further emphasize the urgency for support and guidance in navigating these issues. The development of the *Lead From Where You Are* training program is not only essential to address the immediate needs of library workers and trustees but also aligns with the broader mandate of supporting ongoing continuing education. While similar initiatives exist elsewhere, they remain inaccessible to Kentucky library professionals and trustees, making the creation of a tailored leadership training initiative imperative. By investing in leadership development, we strengthen our libraries and ensure the continued provision of quality services to our communities both now and in the future.

Target Groups and Beneficiaries

The *Lead From Where You Are* initiative targets a significant audience, aiming to benefit 2,200 public library professionals and approximately 600 trustees across Kentucky. A well-trained library staff and library board will improve the quality of library services as well as enrich the overall library experience for visitors. By fostering service-oriented leadership, the initiative enhances the likelihood that library visitors will return to engage in the educational opportunities libraries provide, thereby bolstering overall library sustainability. Ultimately, library patrons and the wider community in Kentucky will greatly benefit from the expertise and engagement of trained library professionals and trustees. Moreover, all course materials will be licensed under Creative Commons, enabling other organizations to freely adapt and distribute them for their use, further extending the initiative's impact on library communities nationwide.

Goals

This initiative strongly aligns with the strategic goals outlined in both the IMLS Laura Bush 21st Century Librarian Grant guidelines and Kentucky's Library Services and Technology Act Grants to States Five-Year Plan (2022-2027).² With a core emphasis on fostering lifelong learning and enhancing the skills of our museum and library workforce, our project aims to significantly increase the availability of high-caliber leadership training opportunities for library professionals and trustees throughout Kentucky.

Our primary aim is to ensure that 880 (40%) library professionals complete the leadership training course and participate in two workshops during the project duration. Additionally, we aspire for 150 (30%) library trustees to engage in one leadership training course and attend one workshop throughout the three-year initiative. KDLA is committed to continuing the program beyond the grant period, allowing for continued access and use of leadership resources developed throughout the project.

Project Design and Workplan

Execution of the *Lead From Where You Are* project hinges on the collaborative efforts of internal staff who will make up the project team.

Denise Lyons, State Commissioner & Librarian, will lead the initiative as the Project Director. In this role, Ms. Lyons will provide comprehensive oversight of the project, overseeing both the advisory council and project team. She will spearhead the planning and execution of meetings, ensuring effective collaboration and progress towards project goals. Ms. Lyons will also collaborate closely with the advisory council to select subject specialists and consultants who will help curate the leadership course curriculum. As the Project Director, she will be responsible for establishing Key Performance Indicators (KPIs) to measure project success and will diligently monitor progress throughout the initiative's lifecycle. Furthermore, Ms. Lyons will manage a pivotal contract with the University of Kentucky to develop evaluation measures for the program, ensuring that outcomes are assessed and reported. In addition to these responsibilities, she will oversee the development of the State Leadership Development Program Guide, a crucial resource for program implementation, and will lead efforts to disseminate vital information to organizations and states, fostering widespread adoption and impact. Denise brings a wealth of experience and knowledge to the project through her current position as Commissioner and her past role as Deputy Director of the South Carolina State Library. Denise contributes three decades of extensive experience in project and grant management to this endeavor.

Dena Ratliff Warren, Executive Staff Advisor, will assume the role of Grant Administrator. She will provide support to the Project Director and other team members as needed and assist with advisory council meetings. Dena will be responsible for administrative tasks such as preparing sub-award documents, tracking expenditures, purchasing supplies, and ensuring the completion of required grant reports. Additionally, she will contribute to information dissemination efforts by presenting at conferences. Dena will draw from seven years of local and state grant management experience to assist with this project.

Project Coordinator: KDLA will hire a full-time Project Coordinator to work closely with subject specialists/consultants to contribute to the development of online coursework for one year. This individual will be tasked with uploading coursework into the learning portal, conducting testing, and troubleshooting to ensure quality before publication.

Tricia MacCallum, Training Development Specialist, will collaborate with subject matter specialists and the project coordinator to develop content for the online course. She will assist in uploading content into the LMS and review content for quality and accuracy. In addition, Tricia will be responsible for preparing surveys and integrating them into the learning portal. Once coursework is published, Tricia will communicate with learners to address any issues that arise, while also implementing ongoing improvements and corrections to course design and content. She will also track course completion rates to assess participant engagement and progress. Tricia joined the KDLA team in 2024 and has extensive experience in curriculum development and planning and implementing professional development.

Alicia McGrath, Administrative Section Supervisor, will work with the Kentucky Public Library Association and subject specialists/consultants to create the Leadership Development Handbook and other training materials that will be used during workshop training and distributed at conferences. Alicia will also assist with disseminating project outcomes at conferences. Alicia has eighteen years of experience with providing training and presenting at conferences. She has also worked closely with KPLA for ten years collaborating on various professional development programs.

Nikole Gieske, Library Development Branch Manager, will oversee the website development of the LEAD Toolkit which will include creating guidelines and quality control measures. Nikole will also oversee the development of an internship program to involve two interns to assist with the development of reference lists for applicable leadership training resources for the toolkit. Nikole has been with the Library Development Branch at KDLA since 2005 and has served as branch manager since 2017. She will leverage the expertise of branch staff who work closely with directors, trustees, and staff to develop a toolkit that best meets their needs.

Information Officer: KDLA is in the process of hiring an individual for this position which is projected to be filled by May 16, 2024. This person will oversee the development of a marketing plan and ensure that the leadership course and training resources are widely promoted to libraries, trustees, and other states. They will also assist with the design of training materials, handbooks, and guides.

Interns from an accredited Library and Information Science program will be given stipends to provide research services to prepare reference lists and resources for the LEAD toolkit.

The *Lead From Where You Are* initiative will involve the following phases: Planning, Development, Implementation & Evaluation, and Dissemination.

Phase 1 Planning – This phase will be dedicated to planning activities that result in the following outcomes:

- 1) The Project Director will identify and contract with individuals from the University of Kentucky School of Information Science and other organizations to serve as subject specialists or consultants for curriculum development. KLDA will also contract with the University of Kentucky to assist with data assessment, evaluation, and analysis.
- 2) A full-time Project Coordinator will be hired at the beginning of the project to assist with the project.
- 3) The team will prepare internship guidelines and select interns who will assist with the development of the LEAD Toolkit. Interns will receive a stipend for research performed.
- 4) The Project Director will assemble and oversee an advisory council comprised of public library staff, directors, trustees, subject specialists, and members of partnering organizations such as the Southern Council of COSLA and the Kentucky Public Library Association (KPLA). The advisory council will meet regularly and play a crucial role in offering insights, aiding in curriculum selection, and evaluating training materials developed throughout the project. The project team will collaborate closely with the advisory council, particularly during the planning and training development phases.
- 5) A sub-award will be allocated to KPLA to cover venue expenses, equipment rentals, supplies, and presenters' fees associated with the implementation of ten leadership workshops. The Grant Administrator will prepare sub-award guidelines, a Memorandum of Agreement, and other applicable documents to ensure the success of this partnership. Upon completion of the Agreement, the Project Director will work with KPLA to select and contract presenters or consultants that will help fulfill project goals. KPLA will meet regularly to carry out planning activities including booking venue spaces, scheduling presenters, preparing audio-visual equipment for the presentation, and creating training materials needed for the workshops.
- 6) A detailed marketing plan will be created and implemented to guide decisions regarding the advertisement of training and materials produced during the project. Logos, official wording, and guidelines will be created that will coincide with IMLS marketing guidelines for the grant.

Phase 2 Development – During this Phase we will focus on the following development activities:

- 1) The project team in collaboration with the advisory council and subject specialists/consultants, will craft a comprehensive library leadership course. This course will be made available through KDLA's online learning portal which uses the learning management system, Blackboard, to manage online training and certification. The learning portal will allow learners to create an account and complete the course at their preferred pace. Upon completion, participants will receive a certificate of completion that can be used towards continuing education credit hours. Designed to cater to the diverse needs of library professionals and trustees at various stages of their leadership journey, the course will offer three distinct learning tracks 1) Foundational Leadership, 2) Advanced Leadership 3) Library Governance. Each learning track will include the following key elements.
 - a. **Foundational Leadership** will provide an estimated 5-7 learning modules that will be geared toward general library staff and emerging leaders. Training modules may address the following topics: Effective Communication Skills, Team Building and Collaboration, Decision Making and Problem Solving, Goal Setting and Accountability, Project Management, Emotional Intelligence and Self-Awareness, and Intellectual Freedom. The Foundational Leadership module will take learners between 5-7 hours to complete.
 - b. **Advanced Leadership** will encompass at least 10 advanced training modules. Training modules may cover topics such as Conflict Resolution and Management, Leading Organizational Change, Advanced Communication and

Negotiation Skills, Transformational Leadership, Networking, Change Management, Mentoring Programs, Succession Planning and Talent Development, Sustainability and Environmental Leadership, Advocacy and Community Engagement, and Evaluating Library Services and Performance Metrics. The Advanced Leadership track will take participants between 10-12 hours to complete.

- c. **Library Governance** will consist of 5-7 modules specifically for trustees. Possible training topics may include Strategic Visioning and Planning, Ethical Leadership in Challenging Environments, Legal Obligations for Library Trustees, Advocacy and Community Engagement, Intellectual Freedom Challenges, Building Strategic Partnerships and Collaborations, Leveraging Resources, Effective Meeting Management and Decision-Making, Library Policy Development, Risk and Insurance Management, Collaborative Leadership, and Conflict Resolution and Consensus Building. Learners will need 5-7 hours to complete the training.

Pre- and post-assessments will be developed and incorporated into course designs to assess knowledge gain. Post-participation surveys will be developed during this phase and incorporated into the leadership course to assess satisfaction with the content and course design. As training modules are completed, the project team will upload training along with associated assessments and surveys into KDLA's learning portal. The project team will test the online learning portal for technical and accessibility issues and review the training content for accuracy, completeness, quality, and ADA compliance before publishing the course.

- 2) The Kentucky Public Library Association (KPLA) will collaborate with the project team and presenters to develop content and training materials for in-person workshops geared towards library administrators and trustees. Heather Dieffenbach, Director of the Lexington Public Library and KPLA Vice Chair, will be the workshop coordinator for the project. The workshop curriculum will focus on training topics recommended by the advisory council. Training materials will include instruction and role-playing scenarios focused on relevant situations library professionals and trustees are facing. A central component of workshop training will be the Leadership Development Handbook, designed to enhance participant engagement and learning outcomes. This resource will feature activities and role-playing scenarios used during the workshops along with detailed guidance for directors to effectively conduct future leadership training sessions with their teams. An integral aspect of the workshops will be to empower library administrators and trustees to pass on leadership knowledge within their organizations and establish a mentoring culture within their workplaces. Workshop surveys and other evaluative tools will also be developed during this phase.
- 3) The Leadership Engagement and Development (LEAD) Toolkit will be developed and hosted on KDLA's website. The toolkit will serve as a repository for training materials generated throughout the project along with additional pertinent leadership resources. The project team will evaluate leadership training resources currently provided by KDLA to identify training gaps and outdated training resources. Guidelines for the toolkit will be established to ensure user-friendliness, accessibility, and discoverability. Leveraging Microsoft Office products and Canva, the project team along with interns will draft the toolkit, striving to enhance its visual appeal and efficacy. The following deliverables will be created and housed in the LEAD Toolkit:
 - a) PowerPoint slides for online training and webinars developed for the project.
 - b) A Leadership Development Handbook that supplements workshop training and will support administrators in developing leadership training initiatives in their respective libraries.
 - c) A comprehensive State Leadership Development Program Resource guide to assist other states and organizations in replicating this program.
 - d) Supplementary articles, guides, checklists, templates, and links to additional training resources that will enhance the utility of the toolkit.
- 4) The University of Kentucky will work with the project team to create a comprehensive monitoring and evaluation system to track progress and outcomes throughout the project. Specific key performance indicators (KPIs) will be created to evaluate the project's success. Performance indicators may include course completion rates, participant satisfaction, usage metrics, diversity of participants according to their job roles or positions, and impact on leadership skills. Comprehensive project surveys will be developed during this phase to provide a holistic assessment of overall outcomes.

Phase 3 –Implementation and Evaluation

During Phase 3, major components of the project will be rolled out and evaluated. Evaluation measures will take place throughout the project. The project team will meet regularly to review progress, evaluate training resources, troubleshoot issues, and strategize solutions as needed. Ongoing consultation with the advisory council members and subject specialists will provide feedback regarding the effectiveness of the project and areas that need to be improved. In addition, evaluation tools will be implemented for each project component to ensure alignment with intended goals and objectives. Activities during Phase 3 will include the following:

- 1) The availability of leadership training resources will be advertised through numerous resources including websites, social media, partnering organizational meetings, newsletters, and listservs as outlined in the approved marketing plan and IMLS marketing guidelines.
- 2) One leadership course will be published and made available through the online learning portal encompassing three learning tracks. Several evaluation methods will be used to assess the effectiveness of the leadership course. Pre- and post-tests will be administered to track knowledge gains. Participation and completion rates will be monitored via database analytic tools, while a course survey will solicit feedback on the training's utility, relevance, perceived knowledge gains, and overall participant satisfaction. Follow-up surveys conducted six months post-course will inform necessary content and course adjustments.
- 3) The Kentucky Public Library Association will administer ten leadership workshops. Five of these workshops will be in person and five will be held virtually. Presenters will deliver a minimum of three hours of interactive and engaging instruction per session, focusing on approved leadership topics and training resources. Participants will receive a copy of the Leadership Development Handbook to refer to throughout the training. Attendees will be encouraged to use this handbook to develop leadership training efforts with their staff. Project team members will attend workshops to facilitate the administration of post-presentation surveys, observe training, and network with library professionals and trustees. Additionally, advisory council members may attend sessions to provide mentoring services and provide feedback on the project's progress. Workshops will be recorded and made accessible through either the learning portal or the LEAD Toolkit, ensuring accessibility for other library professionals who are unable to attend in person. Evaluation of leadership workshops will involve monitoring attendance to gauge engagement levels and soliciting post-presentation surveys from all attendees. These surveys will gather insights on the quality and usefulness of presentations and training materials. Participant feedback will also guide ongoing presentation improvement and inform future continuing education topics.
- 4) The LEAD Toolkit will be published during this phase and will include important training resource materials used for workshops and the leadership course. Instruction will be provided through the learning course and workshops regarding the availability of the toolkit and how to use it. Web analytics and tracking downloads will be used to monitor usage and assess online engagement with the LEAD Toolkit. KDLA will also track outreach efforts and user inquiries related to this resource.
- 5) The University of Kentucky will work with KDLA to compile and analyze comprehensive survey results and compare the data to the original project goals and key performance indicators to prepare an overview of the effectiveness of the project. KDLA will prepare an impact statement to effectively communicate project outcomes to stakeholders and partnering organizations. This information will also be used to inform the development and will be included in the State Leadership Program Development Guide.

Phase 4 - Dissemination

The *Lead From Where You Are* project aims to maximize its impact and contribute to the broader discourse on library leadership and management. Expanding the reach initiative will involve strategic dissemination to various stakeholders. Disseminating information will take place through the following activities.

- 1) The State Leadership Program Development Guide will be created after the project team has had a chance to analyze data and determine outcomes. This guide will provide valuable insights and practical guidance for State libraries seeking to enhance their leadership development initiatives. The guide will include the following:
 - a. an impact statement that communicates the project's effectiveness,

- b. a detailed curriculum section that describes the content of each training module,
 - c. a “getting started” section that will outline resources needed to implement a leadership training initiative,
 - d. a “lessons learned” section that outlines challenges to expect and strategies for overcoming them, and
 - e. general guidance and recommendations offering direction on adapting this initiative to meet the specific needs of their organizations.
- 2) The project team will plan and conduct a t least one live virtual webinar showcasing the project’s achievements and its potential for replication in other organizations. The webinar will be recorded and disseminated through professional networks and will be shared with relevant groups such as the Southern Council of COSLA and the Association for Rural and Small Libraries (ARSL). This dissemination effort aims to foster knowledge exchange and inspire broader adoption of effective training practices.
 - 3) Project team members will submit proposals to present project findings at professional conferences or educational events such as ARSL, KPLA, and the American Library Association (ALA) conferences. To further disseminate findings and recommendations, the Project Director will write one piece to be published in a scholarly journal of management, administration, and/or library science.

Project Results

Lead From Where You Are is a robust replicable leadership initiative that addresses the current training needs of Kentucky public library professionals by providing convenient access to online training and resources. The project will produce the following results:

- 1) Development and implementation of a leadership course for library professionals and trustees.
- 2) Provision of ten leadership workshops across the state.
- 3) Creation and publication of the LEAD Toolkit that will house training materials produced throughout the project.
- 4) Dissemination of project insights and resources to empower other organizations to replicate the initiative.

This comprehensive program provides leadership training to cater to the learning needs of library professionals and board members. Providing training for both novice and experienced library professionals and trustees ensures that participants acquire essential skills for their respective roles. The Foundational Leadership module will address the lack of leadership training for new and emerging library professionals and will empower them to assume leadership responsibilities with confidence.

The Advanced Leadership track will provide veteran library professionals with support in navigating challenges involving turnover and evolving organizational priorities, ensuring the maintenance of cohesive and productive library teams. Seasoned leaders will be empowered with the skills to establish mentoring programs and cultivate dynamic teams which will assist in preparing the next generation of leaders. By nurturing stronger organizational leadership capabilities, the project endeavors to cultivate workplaces with a sustainable leadership culture.

Additionally, the Library Governance module will provide instruction for administrators and library board members to enhance their capacity to provide ethical and strategic oversight of their libraries. Training will ensure that the libraries they serve operate with the highest standards of excellence. Participants will also emerge with newfound expertise and heightened confidence in establishing and nurturing stakeholder relationships. In turn, community support will be heightened for their libraries.

The initiative will also prepare administrators and trustees to navigate the challenges of library materials, programs, and services that sometimes have sown seeds of distrust in libraries and sparked public scrutiny. Participants will become more confident in communicating with the public and stakeholders about intellectual freedom issues and be better able to manage conflict and negotiate solutions in a way that fosters goodwill and maintains public trust.

Relationships between libraries and their service communities will be enhanced through this initiative. Through participation, library teams will experience an increase in emotional and social awareness which will result in more

welcoming and dynamic library atmospheres. Participants will improve their abilities to deliver elevated customer experiences through refined communication skills honed during training. By embracing a more inclusive and representative approach, libraries will witness increased public engagement, due to the increased capacity to meet the diverse needs of their communities.

Additionally, we aim to sustain the project as we recognize that leadership is a life-long pursuit that requires continual refinement and skill development. The *Lead From Where You Are* initiative is a testament to KDLA's commitment to fostering excellence within its library community. The Leadership Course and training developed throughout this project will provide continuing education resources that produce a highly qualified library workforce. The initiative also assists KDLA in meeting the requirements of the state-mandated certification program.⁶ Recognizing the importance of ongoing support, we will continue to commit staff time and other resources to ensure the continued utilization and maintenance of training resources beyond the grant period. By investing in the long-term success of library professionals and board members, KDLA reaffirms its commitment to advancing excellence in library governance and leadership across the state and nation.

In conclusion, the *Lead From Where You Are* initiative excels in providing comprehensive leadership training and resources to address critical needs within the library community. Our multifaceted approach will foster inclusive environments and enhance community engagement, ensuring libraries remain trusted pillars within their communities. Moreover, KDLA assures the sustainability of this project through ongoing support and investment, reaffirming our commitment to advancing excellence in library administration and leadership. Through the *Lead From Where You Are* initiative, KDLA continues to demonstrate its dedication to fostering a highly qualified and proficient library workforce, ensuring libraries can continue to thrive and serve their communities effectively. Ultimately, the true legacy of the *Lead From Where You Are* initiative lies in the cultivation of a sustainable leadership culture within libraries. By instilling values of excellence, adaptability, and community responsiveness, the project equips library professionals and trustees with the tools to engage with their communities. This enduring focus on leadership development and community engagement ensures that libraries will remain vital hubs of learning and connection well into the future, enriching the lives of countless individuals and strengthening their foundation in their communities.

Schedule of Completion - 2024

Activity Description	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Phase 1 – Hire and train the Project Coordinator						X	X					
Phase 1 – Enter into Contracts with Consultants/Ed. Spec.	X	X										
Phase 1 – Complete Subaward with KPLA	X											
Phase I – Advisory Council Created	X	X										
Phase 1 – Marketing Plan Created	X	X										
Phase 2 – KPIs and Evaluation Methods Created		X	X									
Phase 1 – Internship Program Prep and Selection										X	X	X
Phase I – Toolkit Planning										X	X	X
Phase 2 – Curriculum Development			X	X	X	X	X	X	X	X	X	X
Phase 2 – Course Development in Learning Portal						X	X	X	X	X	X	X
Phase 2 – Workshop and Training Material Development			X	X	X	X	X					
Phase 3 – Workshop Implementation & Evaluation								X			X	
Phase 4 – Dissemination — KPLA Conference								X				

Schedule of Completion - 2026

Activity Description	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Phase 2 – Toolkit Development and Improvement	X	X	X	X	X	X	X	X	X	X	X	
Phase 3 – Toolkit Implementation & Evaluation	X	X	X	X	X	X	X	X	X	X	X	X
Phase 2 – Course Development / Improvement	X	X	X	X	X	X	X	X	X	X	X	X
Phase 3 – Course Implementation and Evaluation	X	X	X	X	X	X	X	X	X	X	X	X
Phase 3 – Workshop Implementation and Evaluation	X			X			X				X	
Phase 3 – Evaluation of Overall Project/ University of KY	X	X	X	X								
Phase 4 – Development of State Guide				X	X							
Phase 4 – Dissemination - Webinar						X		X		X		
Phase 4 – Dissemination at ALA conference and organizations						X	X	X	X	X	X	

Digital Products Plan - *Lead From Where You Are*

Overview: The Digital Product Plan provides guidelines on how to enhance availability, manage access, and ensure the sustainability of digital assets created for the *Lead From Where You Are* initiative. KDLA is committed to providing open access to digital products that are created through the project and providing careful stewardship to protect and enhance these assets. Digital products created for the project will be made freely and readily available for use and re-use by libraries, museums, and the public according to Creative Commons licensing.

The project will culminate in the creation of a leadership course with three distinct learning tracks and an online Learning Engagement And Development (LEAD) Toolkit that will be housed on the KDLA website. Participants will need a reliable internet connection and basic computer skills to access electronic resources. All course content and materials will be reviewed to ensure cultural sensitivity and inclusivity. Avoiding stereotypes, respecting diverse perspectives, and promoting cultural competence will be integral to the development process. Any potentially sensitive topics will be addressed by the Project Team, to foster a supportive and respectful learning environment.

Formats and Standards: The project will utilize multimedia formats including text, video lectures, webpages, and electronic forms. All videos created will be saved as MP4 files and edited to ensure the quality of sound and visuals. Training videos may also be available for streaming on standard web browsers without the need for special software tools. Project deliverables will adhere to W3C accessibility standards, which include alternative equivalent text for images, keyboard input functionality, and transcripts for audio components. All training documents and PowerPoint slides created for the workshops will be saved as PDFs ensuring compatibility with various software platforms.

Availability: KDLA aims to develop and disseminate digital leadership resources through various platforms, which will be made available to everyone and will be free to access. Platforms will be used to ensure widespread access to high-quality leadership resources, fostering learning and professional development opportunities for individuals across various backgrounds, locations, and abilities. All digital content will be produced within the guidelines of the Kentucky Accessible Information Technology (AIT) Law 61.980.

Delivery strategy: The online leadership course will be openly available on Blackboard, a widely used learning management system. It will be accessible to anyone with an Internet connection and computer. Project outcomes will be disseminated through webinars and open-access publications. The toolkit will be made available through KDLA's website and will house training materials created and curated throughout the project.

Accessibility: The course will be designed to meet web accessibility standards, ensuring compatibility with screen readers and other assistive technologies. Participants will be required to create an account and log in to Blackboard to access the leadership course. The LEAD toolkit will be freely accessible through our ADA-compliant website.

Access-Rights: All course materials, including lectures, presentations, assessments, surveys, and supplementary resources, will be licensed under a Creative Commons, Attribution-Share Alike (CC BY-SA) license. This license allows others to freely distribute, remix, adapt, and build upon the material for any purpose, even commercially, if they give appropriate credit and license their new creations under the same terms.

Access Limitations - Privacy Concerns: The digital products will adhere to strict privacy guidelines to protect the personal information of participants. Any sensitive data collected during the course, such as user registration information or discussion forum posts, will be securely stored and used only for educational purposes. Consent will be obtained from participants for the use of their data, and any identifiable information will be anonymized when shared publicly unless consent is provided.

Sustainability: The sustainability of records produced in the *Lead From Where You Are* project will be ensured through comprehensive preservation strategies and ongoing maintenance efforts. Digital content prepared for the project will be saved on secure network files. Web pages created for the project that become outdated will be archived. Course certifications and training will be stored in the Blackboard and updated frequently to ensure relevancy and currency of information. To ensure long-term accessibility, recorded training sessions will be archived according to grant guidelines and KDLA's General Schedule for Electronic and Related Records: [erecordsgeneral.pdf \(ky.gov\)](#). Through these measures, the "Lead From Where You Are" project will uphold the principles of sustainability, ensuring the enduring availability and usability of its digital records for the benefit of future generations.