

SVLS Administrative Council Meeting

Agenda

**Los Gatos Library – Conference Room
100 Villa Ave., Los Gatos, CA 95030**

November 21, 2019

2:00 p.m.

- | | | | |
|-------|--|-------|--------------|
| I. | Call to Order and Introductions | | |
| II. | Adoption of Agenda (Action Item) | Baker | |
| III. | Approval of the July 19, 2019 Minutes (Action Item) | Baker | Attachment 1 |
| IV. | Old Business | | |
| | A. Report on SVLS Day in the District Meetings | Baker | |
| | B. SVLS Technical Services Group Update | Lai | |
| | C. Census 2020 | Baker | |
| V. | New Business | | |
| | A. Consideration of 2020 SVLS Contribution to
<i>Silicon Valley Reads</i> (Action Item) | Frost | Attachment 2 |
| | B. Discussion of “Leadership Development Program”
Proposal (Action Item) | Baker | Attachment 3 |
| | C. Macmillan eBook Purchasing Discussion | Frost | Attachment 4 |
| VI. | Reports | | |
| | A. <i>Silicon Valley Reads</i> | Howe | |
| | B. PLP Executive Committee Update | Baker | |
| | C. Report of System Administration | Frost | |
| VII. | Agenda Building and Location for Next Meeting on January 17, 2020 | | |
| VIII. | Public Comment (Individuals are allowed three minutes, groups in attendance five minutes. It is a system policy to refer matters raised in this forum to staff for further investigation or action if appropriate. The Brown Act prohibits the Administrative Council from discussing or acting on any matter not agendaized pursuant to state law.) | | |
| IX. | Announcements and Reports from Libraries | | |
| X. | Adjournment | | |

SVLS Administrative Council Meeting Agenda**July 19, 2019****10:00 a.m. via Conference Call****MINUTES****Council:**

Hilary Keith, Chair, Santa Clara City Library
 Ryan Baker, Los Gatos Public Library
 Tracy Gray, Mountain View Public Library
 Monique Ziesenhenne, Palo Alto City Library
 Michelle Ornat, San Jose Public Library
 Nancy Howe, Santa Clara County Library District
 Chauncey Dunklee, Sunnyvale Public Library

System Staff:

Yemila Alvarez, PLP

I. Call to Order and Introductions

The meeting was called to order at 10:02 am by Chair Keith

II. Adoption of Agenda (Action Item)

Dunklee recused herself from the vote. The Agenda was adopted as presented. (M/S Baker/Ziesenhenne)

III. Approval of the April 18, 2019 Minutes (Action Item)

Dunklee recused herself from the vote. The Minutes were adopted as presented. (M/S Baker/Ziesenhenne)

IV. New Business**A. Election of New SVLS Officers for FY 2019/20 (Action Item)**

The Nominating Committee recommended Baker as Chair and Gray as Vice-Chair effective July 2019. (M/S Ziesenhenne/Keith)

V. Reports**A. Silicon Valley Reads**

The pre-selection committee met and are selecting some finalist titles, including *Alpha Girls: the Women Upstarts who Took on Silicon Valley's Male Culture and Made the Deals of a Lifetime* by Julian Guthrie and other titles. The year 2020 marks the 100th anniversary of the 19th Amendment guaranteeing the Women's Right to Vote. The focus this upcoming year is concentrating on positive stories about women who broke barriers, but the committee is not confining themselves to women who broke barriers or just emphasizing historical books.

B. PLP Executive Committee Update

Bojorquez has taken a position at Santa Clara City. Frost and Keith attended the National Library Legislative Day during the ALA Conference and met with several representatives who expressed a great deal of support for libraries. There was a discussion of CLSA allocations at the PLP Executive Committee, and the Committee approved allocating \$300,000 to the PLP libraries to be expended on a menu of shared resource options. The SVLS Council was reminded to submit their updated budget sizes to determine their PLP membership fee amounts. There was discussion of the PLP Executive Committee reviewing the membership formula to determine if the current membership

tiers are still accurate. PLP has a systemwide Analytics On Demand contract. The Santa Cruz Grand Jury released a report on Santa Cruz Library's use of its privacy statements as it relates to their use of AOD. It is recommended that libraries review existing policies and procedures surrounding data collection and retention. PLP just received an LSTA grant for Data Privacy Practices and Procedures, which will provide training on updating policies.

C. Report of System Administration

The PLP announcement for the call for support for Staff Development Initiatives and Activities was released. Sunnyvale was approved for PLP staff development funding for a training on sexuality, orientation, gender identity and expression (SOGIE). Additionally, the Innovation and Technology Opportunity Grants are still open through August 30.

VI. Agenda Building and Location for next meeting on October 18, 2019

- A. Form for sharing local authors – which authors are visiting libraries
- B. Vendor Payment Structures Workgroup Update
- C. Santa Clara City Hilary Keith will host
- D. Census 2020
- E. Check-in on Budgets and unfunded liability for PERS members

VII. Public Comment

There was no public comment.

VIII. Announcements and Report from Library

The libraries shared announcements.

IX. Adjournment

The meeting was adjourned at 10:32 by Chair Keith.

To: Silicon Valley Library System Administrative Council
From: Carol Frost
Subject: Consideration of 2020 SVLS Contribution to Silicon Valley Reads
Date: November 21, 2019

Background

Silicon Valley Reads(SVR) has been offering the One Book, One Community program since 2003. The Silicon Valley Library System Administrative Council has financially supported this event by annually allocating \$5,000. It was approved several years ago that ongoing annual support of \$5,000 would be automatically continued, and so no annual action had been taken by the Council for approval for the last several years.

In January 2019, SVR requested that SVLS consider increasing their donation. The Council agreed to make a one-time additional contribution of \$5,000 in addition to the regular \$5,000, for a total of \$10,000.

SVLS recently received this note from Diane McNutt, the Silicon Valley Reads Coordinator:

"We have announced the theme and books for Silicon Valley Reads 2020 and are busy working on putting together a robust schedule of free events for all ages throughout Santa Clara County around the theme "Women Making It Happen."

I'm inquiring about the possibility of Silicon Valley Library System making a donation to Silicon Valley Reads as in past years. Please let me know what additional background you might like or look for more information on our website <http://SiliconValleyReads.org>"

Recommendation

SVLS has used the SVLS Fund Balance to contribute towards Silicon Valley Reads. The current Fund Balance is approximately \$140,000.

It is recommended that the SVLS Administrative Council consider and approve funds for Silicon Valley Reads, using SVLS Fund Balance.



Silicon Valley Reads 2020 celebrates women with books, activities for all ages

In recognition of the 100th anniversary of women's suffrage in the U.S., Silicon Valley Reads 2020 will celebrate the achievements and relentless perseverance of women as the focus of the annual community engagement program that offers events and activities for all ages throughout Santa Clara County. The theme, "Women Making It Happen," explores impressive historical accomplishments, and looks toward the future as women are defining who they are as a gender as well as what is achievable.

Two books have been selected as the centerpiece of the program – *The Tenth Muse*, a novel by Catherine Chung, and *Alpha Girls: The Women Upstarts Who Took on Silicon Valley's Male Culture and Made the Deals of a Lifetime* by Julian Guthrie. Both critically-acclaimed books tell stories of women who broke barriers to excel in fields traditionally dominated by men. Their success is inspirational and informational to both women and men on how to develop future leaders based on skills and not rooted in gender.

Silicon Valley Reads 2020 will kick off with a special event on Thursday evening, Jan. 23, at De Anza College Visual & Performing Arts Center in Cupertino. More than 100 additional free events will follow in February and March that provide information, ideas and entertainment about a wide variety of women and their accomplishments, starting with the tenacious individuals who worked so hard to get women the right to vote in the early 1900s. Programs will include an art exhibit titled "Women Pathmakers" at the De Anza College Euphrat Museum of Art, films, panel discussions, author talks, and activities for children and teens. In addition to the public events, Silicon Valley Reads will have educational programs in local schools.

This is the 18th year of Silicon Valley Reads which is presented annually by Santa Clara County Library District, Santa Clara County Office of Education and San José Public Library. It is co-chaired by Santa Clara County Librarian Nancy Howe, Santa Clara County Superintendent of Schools Dr. Mary Ann Dewan, and San José Library Director Jill Bourne.

"Silicon Valley Reads 2020 will celebrate and commemorate the collective action of courageous women in our society," said Dr. Dewan. "Each of us has experienced the power of collective action – the opportunity to join like-minded individuals to accomplish a common goal. The featured books will help us build on a community conversation about the strength and courage necessary to fight for equity, diversity and inclusivity, and inspire our youth to do the same."

In *Alpha Girls*, award-winning journalist Julian Guthrie tracks the careers and personal lives of four entrepreneurial women in the Silicon Valley venture capital community who were instrumental in the rise of such companies as Facebook, Imperva, Tesla, Trulia, Salesforce and more. The best-selling book is being adapted for a television series.

"I'm honored that *Alpha Girls* was chosen for the 2020 Silicon Valley Reads program," said Guthrie. "I can't wait to share the inspiring, untold stories of incredible women who helped build some of the foremost companies of our day. I'm eager to talk in actionable terms about how women can succeed in male-dominated industries, how men can be great allies, and what this means for boys and girls who want to be next generation leaders and innovators."

Novelist Catherine Chung focuses on a fictional trailblazer – an exceptional female mathematician who embarks on a quest to conquer the Riemann hypothesis, the greatest unsolved mathematical problem of her time, and discovers along the way her own mysterious family history and secrets long buried during World War II. Chung's research into the work of significant female mathematicians and her undergraduate degree in math provides the foundation for a captivating tale about legacy and identity.

"I am so delighted that *The Tenth Muse* has been chosen for the Silicon Valley Reads program, with its focus this year on women breaking gender barriers," said Chung. "To the extent that I meant *The Tenth Muse* to be both a chronicle of such women in history (particularly those working in STEM) as well as a contribution to the collective imagination around such women, I feel it couldn't be a more perfect fit, and I am beyond excited to get to be part of your community to talk with you about these things."

Silicon Valley Reads is also announcing the selection of three companion books for children – *The Most Magnificent Thing*, a picture book by Ashley Spires, and two books from author Tanya Lee Stone, *Who Says Women Can't Be Computer Programmers: The Story of Ada Lovelace* and *Almost Astronauts: 13 Women Who Dared To Dream*. All three books reflect Silicon Valley Reads' 2020 theme and provide pre-readers and students in grades K-8 with fun, informative books that will educate and inspire.

More information on Silicon Valley Reads and the plans for 2020 can be found on the website SiliconValleyReads.org. The complete list of Silicon Valley Reads 2020 events will be posted at the end of December 2019.

Media Contact:

Diane McNutt, Silicon Valley Reads Coordinator

408-354-1242

SVReads@aol.com



Leadership Development Program (LDP)

5/2/19

Re: **Leadership Development Program
Professional Services Overview**

Thank you for this opportunity to provide information on our leadership and staff development program. We'll work with you to customize the curriculum to achieve the most significant impact in your Library. We appreciate your focus on the people that will make your envisioned future happen – your staff – as we genuinely believe that building capacity for leadership and organizational effectiveness is your most important investment.

Gallup research shows that staff engagement is strongly connected to organizational outcomes including productivity, customer satisfaction and 'profitability' – or in the case of libraries community outcomes. Managers have the most intense impact and role in achieving staff engagement. Developing high potential staff, managers, and leaders delivers the highest return on investment and creates a healthy organizational culture that models and integrates the skills and behaviors staff need to do the future work of libraries.

Historically, one could obtain the MLIS degree, get a library job, and be successful with periodic training in functional competencies and new technologies (hard skills). As our world changes, we need to build different capacities in all staff for them to thrive in the future. Libraries need to continue the work in training for hard skills while adding development in soft skills like communication, emotional intelligence, change resilience, teamwork, decision-making, creativity, and leadership.

When an organization ensures the staff has the development, training, and skills they need, staff trust and support each other and see themselves as partners with the organization and with their community. They:

- more easily let go of how it's always been done
- trust leadership decisions which allow change to happen faster
- are aspirational about what is possible to achieve for their communities
- create a culture of experimentation, invention, and innovation
- are accountable to each other, become more organizationally aware, and think strategically

Libraries that build healthy cultures build healthy communities. For additional background, in a separate document within this transmittal, we explain our initial concept RIDDLE from which the program emerged. We look forward to partnering with you to create something amazing.

Sincerely,

Sam McBane Mulford
strategist, ideation • collaborative
408.387.9020 | sam@strategicimp.com

Cheryl Gould
learning facilitator, Fully Engaged Libraries
707.776.4626 | cheryl.gould@gmail.com



LDP Scope of Work

We've outlined the three major pieces of work to deliver a leadership development program. It happens over the course of about 6 to 12 months, depending on your choice of schedule options. We'll mobilize our efforts in a design and logistics phase where we'll also begin the evaluation process. The next phase includes 5 sessions of leadership development (11 days of in person learning), with ongoing work by the cohort between sessions. The third phase includes celebration and follow-up evaluation.

Program Mobilization

Audience and Curriculum Design (3 to 4 weeks)

We see the Leadership Development Program as a component of a larger organizational Talent Strategy. This strategy could include clear competency expectations for various levels of staff, succession plans for critical roles, recruiting practices, performance management to develop and retain talent, and a staff development program that supports the goals of the organization. Informal learning and development could occur through activities such as:

- job shadowing
- special projects
- rotational assignments
- coaching
- mentoring

We will integrate the program curriculum and assignments with any talent strategies you have in place, and alert you to issues that emerge within the program that become opportunities for you to create new strategies and practices.

We will then work with you to *customize the curriculum to your prioritized needs* through staff engagement in a survey and a meeting with Library leadership to tailor the curriculum and brand the program. We offer separate staff and leadership surveys that we administer to all staff, designed to provide insight into organization-wide aspirations about the skills and behaviors staff would like to see in their leaders and that leaders would like to see in their staff.

We also request documentation for our review that will provide organizational perspective and help us understand the Library more deeply. This might include your Strategic Plan and current progress, service and program descriptions, organizational charts, position descriptions, press articles and social media content, staff development policies, practices and procedures, etc.

After analyzing survey results and reviewing the documentation, we'll work with designated leadership to review the curriculum content, identify your goals and priorities, and modify the sessions accordingly. The program concepts include:

- individual and team learning
- in person learning
- assignments to continue skill development (made relevant to current issues and work/projects in process where possible; designed to provide the cohort with a structured approach to deeper learning about the organization and its ecosystem)
- coaching from learning facilitators

At this point, you will make decisions about the audience for the LDP - your organizational priorities will drive the approach to candidates for the first (and any subsequent) cohorts.



Logistics (4 - 6 weeks)

After completing design activities, we'll outline the criteria for cohort selection and facility requirements for the sessions. Our expectations for the cohort include:

- no more than 20 people, ideally an even number for curriculum activities
- cohort member commitment to attendance at all scheduled sessions
- commitment to doing the interim work (we do not 'grade' the work, however the cohort's overall experience and outcomes from the program are dependent upon them being fully engaged)

Holding sessions at different locations throughout the system will benefit the cohort and us as learning facilitators as we experience different libraries. We'll work with you to schedule the sessions to include optimal day of the week / time of the day if applicable to your system, and to ensure the appropriate time between sessions (at least four and not more than six weeks).

Preliminary Evaluation (4- 6 weeks concurrent with Logistics, above)

Once the cohort is selected, we offer two preliminary assessments. A behavioral competency baseline assessment should be completed for each cohort member by multiple supervisors, peers, and subordinates as applicable. We also want to create a baseline for staff engagement at the work location of each cohort member, as well as three additional control locations. This evaluation will continue with subsequent cohorts, providing insights into trending over time.

To support the organization and the cohort in their journey, we'd like to facilitate a 1 day session with select leadership and management at CCCL prior to the first session of the program. The intent of the workshop is to collaborate on ways that the organization can ensure the cohort gets the most out of the program, returning the highest level possible on your investment.

Sessions and Curriculum

This curriculum represents our work with LA County Library, Pima County Public Library, Sacramento Public Library, Contra Costa County Library and the Omaha Public Library Community Engagement Model funded by IMLS, as well as insights gained through our numerous engagements with other libraries. The program is five sessions with 11 days of in-person learning. We also host an online MOODLE learning environment to support the cohort throughout the program. The Moodle site is used to communicate with the group, distribute curriculum materials and assignments, and provide private forums for discussion and insight into the learning and work.

Schedule Option 1

As originally designed, the program was conducted over a 10 to 12-month time frame which included mobilization and development sessions and concluded with graduation and program evaluation. This extended schedule was developed for LA County Library, as they were only able to commit one day out of the library for each cohort member every month. They felt that 2 days in a row would negatively impact operations at the cohorts' work locations as well as their involvement in other library initiatives.

Schedule Option 2

We now offer a second option. From our experience, the 2-day engagements intensified the cohort's group formulation and individual and group learning and retention, while also compressing the overall schedule and minimizing travel costs. We offer the 11 days as an initial 3-day and four 2-day sessions over 6 months.

We've outlined the following curriculum for Schedule Option 2.



Session 1 | 3 days

The objectives for the first two days are to set the cohort up to be successful and support each other. We will establish shared definitions and agreements about how we'll work together and clarify the intended results of the pilot. We will explore mindsets, emotional intelligence and building self awareness. In these two days we will cover the following topics:

- Welcome – from Library Leadership
- Introducing the Cohort to the Project - roles, expectations, commitments and logistics
- Old vs. New Leadership Styles
- Why - focus on why we do what we do - from a personal and organizational perspective
- Basic Awesome Communication (be present, listen, support your partner, take risks, accept offers, reframe failure and "Yes, and")
- Self Directed and Experiential Learning
- Emotional Intelligence
- Understanding Differences - communication styles
- Creating Shared Definitions for individual contributor, manager, leader
- Organizational Context for this work
- Mindset - exploring a fixed vs. growth mindset
- Post Session Assignments - discussion and instructions

The objectives for day three are to introduce facilitation practices as essential skills to doing the work of the organization both internally and externally - improving engagement with staff and with communities served. The topics we'll cover include:

- **Facilitation Skills** (fostering participation, flip charting, managing process)
- **Creating Safety in Groups** (choosing appropriate activities, build trust as a facilitator)

Session 2 | 2 days

The objectives for day one are to help the cohort understand their own reaction to stress and change as well as understand other people's response to change to be better change agents. The topics we'll cover include:

- **Change Resilience** (reducing stress in the moment and over time, understanding our body's reaction to stress, having a change resilient mindset, seeing change as opportunity)
- **Understanding Others in Change** (to be more effective at leading change)

The objectives of day two of this session are to understand what motivates people and how to use that knowledge to do the work of the organization through identifying strengths, setting people up for success, continuous feedback and coaching. The topics we'll cover include:

- **Empowering and Motivating People** (understanding motivation, aligning work with values, creating a culture of feedback, clear expectations, extending trust, encouraging risk taking and celebrating experimentation)
- **Working from Strengths** (assessing and valuing strengths over roles, builds upon Strengthsfinder assessment)
- **Accountability** (what it is and how to achieve it)

Session 3 | 2 days

The objectives of day one of this session are to introduce the cohort to how trust is built, team dynamics, and how to motivate people to work well together. The topics we'll cover include:



- **Building Teams** (group dynamics, stages of team development, what's needed to be a good team player, how to support teams, and characteristics of effective teams)
- **Trust** (what it is and how to build it)
- **Collaboration** (understanding collaboration vs. partnering vs. working as a team)
- **Running Great Meetings** (clarifying goals, designing agendas, shared agreements, equalizing participation, managing time, staying on topic, follow-up and next steps)

The objectives of day two of this session are to build confidence and skills to enable the cohort to have difficult conversations, and to understand that practicing skillsets from previous sessions will help them to engage in constructive conflict. The topics we'll cover include:

- **Constructive Conflict** (addressing concerns as they happen, understanding conflict styles, respecting differences, understanding and resolving conflict)
- **Engaging in a Difficult Conversation** (how to prepare for, conduct and follow-on the engagement)

Session 4 | 2 days

The objectives of day one of this session are to introduce the issues humans have individually and in groups in problem solving and decision-making, and the skills that help people overcome those issues. The topics we'll cover include:

- **Problem Solving and Decision Making** (clarifying goals, gathering information, setting criteria, understanding who is the decision maker, noticing personal bias, mission driven)

The objectives of day two of this session are to help the cohort understand how to create an environment conducive to creativity and innovation and how we unintentionally block creativity in our selves and others. The topics we'll cover include:

- **Creativity** (noticing judgment, accepting offers, convergent and divergent thinking, use of play and laughter, creativity vs. innovation)

Session 5 | 2 days

The objectives of both days one and two of this session are to complete the arc of starting with the individual, moving to engagement with others and teams, and ending with the organization in relation to its ecosystem. Another objective is to begin the final evaluation process of the pilot. The topics we'll cover over the two days will include:

- **Organizational Awareness** (what have you learned about your place in the organization and how to have influence)
- **Strategic Thinking** (making decisions daily within the strategic direction of the organization, thinking beyond today and current problems, finding time for high level thinking, balancing the long view with short term urgency, actively staying on top of trends and issues)
- **Networking and Political Acumen** (presence; concepts and practices for developing and sustaining situational awareness)
- **Strategic Relationship Building** (being adept at aligning organizational agendas with community priorities)
- **Evaluating the Program** (individual and small group reflection on a series of questions about the already realized and potential future impacts from personal, work location, organizational and community-wide perspectives)

Total proposal amount: \$68,000



Conclusion

Within two months after Session 5, we encourage you to bring the cohort back together to celebrate their accomplishments. Within 3 months after the completion of the program, we will also administer follow up staff engagement surveys and behavioral competency assessments to all staff that participated in the baseline surveys. We will provide both baseline and follow up reports to each of the cohort members individually, as well as an aggregate summary for the entire cohort.

Mr. John Sargent
Chief Executive Officer
Macmillan Publishing
120 Broadway
New York, NY 10271

October 23, 2019

Dear Mr. Sargent

I am writing to you on behalf of the Peninsula Library System (PLS), a consortium of libraries in San Mateo County, California, including South San Francisco, Daly City, San Bruno, Burlingame, San Mateo, Millbrae, Atherton, Brisbane, Half Moon Bay, Pacifica, Foster City, San Carlos, Woodside, Redwood City and Menlo Park.

We are alarmed about the Macmillan eBook Embargo and are asking you to reverse this decision and to participate in a dialog with library leaders to find an equitable solution which does not penalize library patrons. We believe this is an equity issue. The role of public libraries is to provide access to a range of materials for all those in our communities, regardless of means.

The Library Directors of PLS are very concerned about the embargo. As a consortium that serves approximately 750,000 residents, having one title available is not a tenable situation. The Directors plan to post information on our website and on our OverDrive platform informing our public about Macmillan's choice to not offer our consortium additional titles during the embargo time, and we will be encouraging our patrons to contact you directly. We circulate over 7 million items annually, and your embargo will not be welcomed by our community.

Libraries and book publishers are natural allies. Public libraries promote literacy and reading and nurture a lifelong love of reading. Libraries not only purchase books, we market them, introducing authors to readers. Library patrons read more books than non-library users and they buy books in addition to borrowing them.

Macmillan Publishers will become the only major publisher to limit eBook lending for U.S. libraries with an embargo. Millions of people now read books in digital form, either exclusively or as their preferred format. Digital content is portable, accessible to people with print disabilities, available anywhere 24/7, and brokered by libraries to provide diverse options to our diverse communities.

The Peninsula Library System joins the ALA in denouncing this measure and requests that Macmillan Publishers cancel the embargo and restore full access to its complete eBook catalog upon release to the public. Should you have any questions, please feel free to contact me at 650-991-8029.

Sincerely,



Chela Anderson, Peninsula Library System Chair
Library Services Manager, City of Daly City