

## ARL LAUNCHES LEADERSHIP AND CAREER DEVELOPMENT PROGRAM

The research library workforce has not kept pace with the changing demographics of North American society. In spite of institutional and national recruitment efforts to build diversity within academic library staff, ARL's *Annual Salary Survey* reports that minorities make up just 11.3% of the professional staffs in major U.S. academic, law, and medical libraries. The number of minorities in managerial or administrative positions in the largest academic libraries is even lower: 4.6% are directors (5 out of 109), 5.5% associate or assistant directors (21 out of 382), and 7.7% branch librarians or department heads (151 out of 1,968).

To address the dismal state of professional staff diversity in research libraries, ARL has established the Leadership and Career Development Program (LCDP). Funded by an HEA II-B grant from the Department of Education, the program will prepare racial minority librarians who have at least three to five years experience in the profession for top leadership positions in academic and research libraries.

The LCDP will also encourage racial minority librarians to make particular use of the cultural experience and knowledge gained outside the organization in order to inform and enhance their careers, leadership development, and upward professional mobility. This approach is supported by current management and organizational development theory encouraging explicit inclusion of diversity awareness and application in leadership training programs ("Making Diversity Matter," *Harvard Business Review*, Sept./Oct., 1996).

### Program Goals

The goal of the Program is to prepare participants to become more competitive in the promotion process. To achieve this goal, the LCDP will pursue the following objectives:

- strengthening management, leadership, and decision-making skills through a series of practical, experientially-based training activities;
- increasing knowledge of current trends and issues in librarianship, higher education, and scholarly communication;
- developing a network of mentors who will guide and nurture the career development of the participants; and
- providing participants with an opportunity to pursue special projects that contribute to the library profession and build experience and professional visibility within the academic library community.

Two intensive institutes will be combined with an individually-based project development component, conducted under the tutelage of highly committed and knowledgeable mentors drawn from leaders in the academic and research library profession. These components are designed to balance instruction with personal interactions and practical research and writing experience.

The year-long program will be operated by the ARL Diversity Program in collaboration with the Office of Management Services (OMS).

## **The Big Picture**

The ARL Leadership and Career Development Program is designed to complement and extend two other new library efforts to incorporate the skills and talents of a diverse population into the profession. The American Library Association has approved the Spectrum Initiative that aims to provide financial and institutional support for recruiting racial minorities into library and information science graduate schools. In addition, the University of Minnesota Library is creating a training institute for affirmative action library science interns aimed at entry and mid-level professionals. ARL's program is designed to advance minority librarians who have at least three to five years experience in the profession and who have demonstrated potential for leadership.

Each of these programs address different stages in the careers of people in minority groups (graduate study, entry- and mid-level, and top leadership roles). Each program is complementary and when viewed together recognize the strong correlation between recruitment, retention, and promotion.

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