Re-conceiving Entrepreneurship for Libraries: Collaboration and the Anatomy of a Conference

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Abstract

For librarians who have worked in the field and have become innovative out of necessity, developing and creating entrepreneurial activities are not unusual. Perhaps recognizing and celebrating those achievements could change common perspectives on the entrepreneurial abilities of librarians. This idea launched the collaborative efforts of two universities to demonstrate this to be so. The libraries at The University of North Carolina at Greensboro and Wake Forest University in Winston-Salem, North Carolina, successfully collaborated on the planning and execution of a conference to celebrate entrepreneurism within the field of librarianship. In doing so, each organization was able to promote its unique talents and give signature to the notion that librarians can be, and in fact are, entrepreneurial. The collaborative value found in this project was derived from our sense of fulfillment of our social responsibility and of celebrating entrepreneurship within the profession. This conference serves as an example of embedded collaboration versus simple logistics, and the conference planning team now looks forward to future endeavors.

Introduction

In many ways, entrepreneurship is a dominant force informing the ideals and self-concept of contemporary America. The Kauffman Foundation, whose vision is to foster economically engaged citizens, also promotes entrepreneurship in order to mobilize society to build and maintain a sustainable existence. It is clear that entrepreneurism generates value beyond a business environment as it benefits all aspects of a population.[1] John W. Altman, an associate of the Kauffman Foundation, provides a helpful working definition and contextualization of "entrepreneurship." He states, "As we have learned, you don't have to own resources to control them. Be creative. Virtual corporations are in vogue because of this insightful definition of entrepreneurship: 'a way of managing that involves the creation of opportunity without regard to the resources currently controlled.'"

Though there are many examples of entrepreneurial librarians, the public doesn't perceive the profession that way, nor is it aware of the innovations created by librarians. A common view of libraries includes the perceptions that they are "all about books", essentially storehouses of past knowledge, and that librarians are gatekeepers to or guardians of the printed records of society and culture. Despite the fact that librarianship is replete with professional literature, few librarians are aware of what their colleagues have accomplished by way of innovative or original thinking in terms of information resource use and development. The Kauffman Foundation considers entrepreneurship to be an exercise in social responsibility,[2] an ideal that libraries and the field of librarianship conceptually embrace as well. Perhaps a conference for librarians, celebrating and encouraging entrepreneurship would be just the impetus needed to help librarians (and others) appreciate this entrepreneurial spirit and think of it in new terms.

The idea of a librarians' conference on entrepreneurism occurred to Rosann Bazirjian,

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Dean of the University Libraries at The University of North Carolina at Greensboro (UNCG) after she had read the Kauffman Foundation's Report, *Entrepreneurship in American Higher Education*.[3] In her mind, librarians are among the most innovative across all professions. While many think of innovation and entrepreneurism as only related to business or artistic creation, librarians have a history of innovating in order to both provide needed resources and programming for their patrons and to incorporate technology into their professional duties. Given Bazirjian's belief in the profession's unheralded history of innovation, it would be a conference to celebrate innovation and entrepreneurship in libraries.

To gain a broader perspective, and because collaboration is key to the concept of entrepreneurial innovation, Bazirjian reached out to her counterpart at Wake Forest University (WFU), Lynn Sutton, Dean of the Z. Smith Reynolds Library. Sutton liked the idea of two libraries in close proximity, but with different backgrounds, working toward a shared goal of recognizing innovations. The deans also had excellent experience in working together on a research and publication project shortly after they were appointed to their respective positions in 2004.

The deans asked for volunteers from each library. Sutton chose Wanda Brown, the library's Associate Director, due to her prior experience with conference planning, and a new team leader, Mary Beth Lock, recently hired at WFU from Wayne State University, who would lend her experience and would also benefit from the project. Mary Scanlon, the Business Librarian, was also selected due to her experience and understanding of entrepreneurship. Bazirjian chose Barry Miller, the Director of Communications and External Relations for the Library, whose primary responsibilities include event planning and communications. From UNCG, Michael Crumpton, the Assistant Dean in charge of facilities and budget activities was selected along with Mary Krautter, the Head of Reference, who also had prior conference planning experience. Later, the group was joined by Kimberly Lutz, the Assistant Director of Communication and External Relations for UNCG's University Libraries, to contribute her expertise in recruiting sponsors and marketing the event.

The members of these two libraries had not previously known each other but were now inspired to work collaboratively toward the common goal of producing a successful conference. It was important for the new committee to work through the process of becoming a fully-functioning project team so it could accomplish the goal of making an entrepreneurial conference for librarians a reality. In creating a "team," it was important to recognize the components that distinguish a committee from a team. The literature has many references to team building, but a particularly appropriate study came from the Hay Group. Since 1998, the Hay Group, along with academics Ruth Wageman and Debra Nunes, has been studying executive teams in business.[4] They have identified three essential conditions for leadership team success. The first two, defining a clear and compelling purpose for creating the team and selecting the right people for the team, had been accomplished. Now it was time to meet the third condition of ensuring that the team and its work had clear boundaries.

Laying the Foundation

"Inspiration, Innovation, Celebration: an Entrepreneurial Conference for Librarians" took place in early June, 2009. The planning committee first met in spring of 2008 and began to envision what it wanted to accomplish. This included establishing a base philosophy for the conference as well as identifying the need and the role that committee members as library leaders would play in the planning process. These foundational considerations were rooted in the abilities of each team member to professionally represent and direct themselves and to capitalize on their strengths as leaders within their own organizations. Dr. James R. Fisher Jr., in his *Leadership Manifesto: Typology of Leaderless Leadership*[5] identifies team leaders

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as those visionary individuals with an ability to serve. The conference team members clearly were capable of envisioning a conference with the lofty goals encapsulated in its title, and they were skilled in the collaboration needed to pull together all the elements to make it happen.

In the beginning, several meetings focused on various definitions of "entrepreneurship" since it was important to be clear on the basic intent of the conference. Initially, Bazirjian and Sutton had shared multiple ideas about entrepreneurship. These initially informed the discussion while other committee members then suggested further thoughts for consideration. It was important for the committee to invest this time to allow all members to be heard, to discuss and refine the definition, and finally to arrive at a common understanding of the concept. Taking the time to work through the process to arrive at the common working definition, noted above, was, in hindsight, essential not only for establishing a unified direction, but also for presenting a consistent message to conference presenters, attendees and other participants.

There was an element of professional risk for the planning committee members in agreeing to serve. As a new conference, there was no guarantee of success. And the idea, while intriguing, was unique as a conference topic for librarians. Was the topic of entrepreneurship in libraries compelling enough to attract good papers and good attendance? There was a risk in investing much time and effort in a project that might not work, and to reduce the risk the team itself needed to be entrepreneurial and quickly become effective in its leadership role.

In his article, "Leadership—the Five Big Ideas,"[6] Robert J. Allio recognizes several important features about the leadership role that were significant for our new team. Allio describes how good leaders must have integrity and competence to "do the right thing."[7] Early on, committee members perceived how the vision of librarians as entrepreneurs could develop into a successful conference, and also make an important statement to the profession about the significance of innovation. The conference was, indeed, the right thing to do. Allio also states that good leaders must not only collaborate but also design and manage a collaborative process of decision-making and conflict resolution.[8] As it became clear later on (and discussed below), the team members proved themselves very effective on this count as well.

It was ultimately decided that the business model commonly employed in entrepreneurial ventures with its associated elements of personal financial risk and potential financial gain did not suit the library environment. By promoting the socially responsible role of librarianship, it was agreed that the more common business and financial considerations satisfy a different need and could be incorporated later if the conference took on greater financial significance and if it should continue beyond the initial event and lead to subsequent conferences. Libraries are not-for-profit institutions whose reason for existing is service rather than financial gain. Shifting focus, then, entrepreneurship for library purposes concerns the act of exercising initiative or providing leadership to meet library and patron needs in new, creative ways.

Next, certain goals were identified that would lead to concrete "take-aways" for conference attendees. Three emerged as essential. The first was an emotional message: motivation, inspiration and the affirmation that all librarians can be entrepreneurs in their own libraries. The second was that the conference content should provide exposure to successful projects that other entrepreneur-librarians had implemented. The third goal was to have conference attendees exposed to the tools and skills that successful entrepreneurs use to accomplish their projects.

After the core goals were established, team members expressed individual areas of interest or expertise that could help realize

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these goals as a way of creating the lines of responsibility for portions of the planning process. Sometimes responsibility was assigned to one or the other institution's library team, but more often it was assigned to an individual. As individual assignments were embraced by members of the committee, interaction within the group increased.

The Committee becomes a Team

The individuals of the committee quickly coalesced into an effective and enthusiastic team. To use the language of entrepreneurship, this team could be called a "venture team." Venture in this case implies that the time and effort needed to make the conference successful was risky and the effort expended was not guaranteed to produce the desired results. As Alan J. Grant, a noted expert in the study of entrepreneurship, suggests, the skills represented in a venture team needed to be blended, and members should be committed to high ethical standards. The venture team needs to demonstrate focus, adaptability and responsiveness to changing needs or situations in order to ensure ultimate success.[9] The planning committee's initial meetings held in various locales, selected collaboratively, helped establish this type of relationship built on open communication, shared experiences and blended common interests. The mutual respect and consideration of each other evident in this simple matter of planning meetings fostered within the team a collaborative spirit and a shared vision.

Naturally, the committee had some disagreements during the planning process. Rather than debilitating, as Jim Kling's article, "Tension in Teams,"[10] suggests, conflict is essential for creative collaboration and the synthesis of ideas. When conflicts arose within the planning team, Kling's insight helped the team to recognize and address openly conflicts or disagreements between the two institutions. Hidden agendas that could create an atmosphere of distrust were avoided. Team members came to trust each other, and this helped to strengthen their relationships. Kling also talks about keeping information regarding conflict factual and unemotional. As team members were able to deal with conflict in this manner, team dynamics developed in very positive directions.

Staying on Track

After several months of planning, the team considered inviting representatives from several non-library campus organizations to participate in the conference. In debating whether to expand the planning group, the team needed to revisit its initial goals and objectives for the conference. At first, the team was divided on the issue of adding new team members at this stage. While additional people would undoubtedly add their expertise to the process, their addition to the team could raise questions the group had thought settled. The team debated the pros and cons of this issue quite extensively. A chief concern was that new members would not only alter the original focus of the conference but possibly jeopardize the team's cohesion.

Ultimately, the team elected to forego the addition of new team members and move forward with the original conference purpose and goals intact, but through the debate the committee gained a stronger bond and sense of purpose. In effect, this happened not by gaining a consensus of opinion but by understanding and respecting the common goals the team had set out to achieve. Again, in mapping the committee's dynamics to the wisdom in the literature, the team exemplified another important feature of effective team dynamics as discussed by Jon R. Katzenbach and Douglas K. Smith in *The Discipline of Teams*,[11] (a follow-up publication to their book, *The Wisdom of Teams*).[12] They maintain that "common is not the same as consensus or complete agreement" but rather "integrating the best of opposing views is superior to seeking consensus or settling for compromise."[13]

Sustainability

Early in the planning process, it became

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evident that several people from the two schools were interested in staging the conference in an ecologically sustainable manner, one having minimal environmental impact. This issue soon became another example of how the team was able to follow common goals and ideals through a collaborative process. Elements of sustainability arose from discussions at various times and presented such challenges as operating with little or no paper. As a result, meeting minutes and agendas were posted using Google™ Documents or distributed via e-mail. Furthermore, the planning committee selected as the conference hotel one that is LEED certified (the acronym for "Leadership in Energy & Environmental Design"), a designation that affirms a structure was built and operates using green materials to minimize its carbon footprint. As another outcome of the commitment to sustainability, a shuttle was provided from the hotel to the conference site, both as a convenience to out of town guests, but also to minimize the use of individual cars or cabs.

As the conference drew near, it was decided to poll the registered attendees to verify how many were planning to attend an evening reception and the sessions offered during the second morning. The purpose for the poll was three-fold: to minimize food waste at the reception and the continental breakfast; to use the most suitably-sized room for the plenary sessions; and to verify how many shuttles would be needed on the second morning. The online survey tool, SurveyMonkey™, was used to poll attendees on these matters.

Also related to sustainability, the committee had several long discussions about the format of the conference program and how to provide all the information to attendees. Paperless options, such as placing the program and all the presenters' slides on flash drives and distributing them at registration, were considered. However, two drawbacks prevented us from pursuing this: attendees might expect paper copies of the slides for note-taking and it might be logistically difficult to offer all the papers in this format in time for the conference. Team members shared a variety of viewpoints on the paperless issue and a compromise was reached: a consolidated program with critical information printed, but all other materials would be made available electronically. (In fact, the conference information still can be found at: http://blog.zsr.wfu.edu/iic/.)

Questions concerning promotion and preservation of conference content were addressed in terms of sustainability. During the conference, several people posted short updates about the presentations on Twitter™. By using a Twitter tool called a "hash tag" that was unique to the conference (#entrelib) it was possible for interested persons to follow the Tweets about the conference from all of those who were posting. Following the event, several participants have written articles about the presentations they saw and the keynote speakers have recast their presentations as articles. As Guest Editor of the September 2009 issue of *Against the Grain*,[14] Bazirjian saw published several articles based on conference sessions. In addition, speakers were invited to post their slides on the conference website where they still remain for viewing. Finally, to highlight the commitment to sustainability a panel discussion at the conference on "greening the library" was held that led to the creation of a wiki where are posted both slides related to the discussion and additional sources on this topic. Today, group members continue to post new material to the wiki.

Planning Tools and Methods

Planning a conference is a challenge in any circumstance, but with our steering committee membership from two universities located 30 miles apart, certain complications were added. The distance had an impact on the group dynamics, on the intra-group communication and on the planning process overall. Face-to-face meetings were rather formal since they had to be scheduled in advance; serendipitous hallway conversations could and did occur within each university's contingent, but of course they were

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not possible between organizations. Meetings had to be scheduled well in advance and agendas established ahead of time. While advance preparation made the meetings productive (since everyone came prepared), it allowed little time for relationship-building in a group that did not know each other very well. The geographical challenge was addressed in various ways and, in the end, relationships within the committee strengthened to the extent where many team members have committed to planning future activities around this conference theme.

Documenting Meeting Minutes

Meeting minutes became a critical communication tool. In them we recorded our major organizational activities and discussion points, and identified issues that yet needed to be addressed. Minutes were taken using Google Documents and its "share" feature allowed them to be immediately accessible to all team members. This was more convenient than sending documents as email attachments to the team. The structure of the minutes had stabilized by about the second or third meeting, with the addition of a section for next steps in which all action items were clearly identified along with the person responsible for each. The "Next Steps" section helped committee members remember their assignments and assured accountability. Rather than modifying or overwriting prior meeting minutes, separate minutes were kept for each meeting. Having minutes for each meeting proved to be a useful tool on occasion when a topic would be discussed at one meeting, but not the next, only to be addressed later on. It was helpful and convenient to be able to refer to these prior minutes.

Developing a Conference Budget

The budget emerged as a critical element in our planning early on. A draft version in a Google spreadsheet outlined the basic components and financial needs for the conference. Using Google's web-based spreadsheet rather than a client-based spreadsheet offered in Microsoft™ Excel had two key advantages. First and foremost, there was always only one copy of the budget and never a concern that email versions had crossed paths or that someone might inadvertently have missed the current email version. A second advantage was that we could all display and work on the Google spreadsheet simultaneously. Thus, if we entered changes during a meeting, or between meetings, the newest figures were immediately available to all the team members.

Fixed and variable costs were set up differently in the spreadsheet. Variable costs included those charged per person (such as food) and a formula was inserted to show the effect of changes in assumptions. Fixed costs covered those that were expected regardless of attendance and were entered as totals. In this way, data could be altered, break-even points identified, and contingencies addressed. Budget lines and financial data were both clearly stated and easily changed.

Scheduling Meetings

Meetings became monthly with each library group taking its turn commuting to the other campus. The meetings usually ran two to three hours, not including travel time. Between meetings, information was shared by email or phone calls. After an initial set of four meetings, two at each campus, the meeting location was shifted to a coffee shop situated half-way between the campuses. Meetings were scheduled for either early morning or late afternoon to minimize the disruption to the rest of the workday.

Initially, the meetings were arranged through an arduous series of emails in which Ray-Davis, Bazirjian's assistant, solicited available dates and times from committee members. After scheduling a few meetings that way, we turned to technology to simplify the task, Doodle™, a free web-based service designed for time management. The originator selects potential dates and times that are registered in columns appropriately named. The originator then

emails the Doodle poll link to other committee members who enter their names as row headings and click in the "dates" and "times" columns those spots that suit their schedules. The date/time combinations that fit a person's schedule turn green, while those that don't fit turn red. The result is a color-coded table that makes it obvious when to schedule the meeting. Using Doodle cut down the number of emails about scheduling and simplified these logistics.

Evaluating the Proposals

Once the team had established the dates and location of the conference, the next task was to solicit proposals for presentations, evaluate them, and establish the conference program. Bazirjian, the chief contact for proposal submissions, forwarded all submissions to the group. The team sought to attract presenters from a variety of settings. These included academic, public and special libraries, as well as persons representing a wide range of entrepreneurial projects. In order to organize and track the proposals and describe their characteristics in terms of library type and project type, and then to include each member's assessment of each proposal, another Google spreadsheet was created.

As proposals were received, an accession number was assigned and the essential data were presented in the spreadsheet. These included the submitter's name, email address, library and institution. A code for library type was entered: A for academic, P for public, S for special. To our surprise, we received proposals from some vendors and a new symbol, "V," had to be added. After reading a few of the proposals, a coding system was also developed for the type of project: F for projects dealing with the building or facilities, S for services, and so forth. The codes quickly indicated if we were meeting our goal to offer programs from a variety of library and project types.

Once we passed the cut-off date for submissions, team members reviewed and rated the proposals. A rating system ranging from a low of 1 to a high of 5 was established and each person scored the proposals accordingly. The spreadsheet calculations integrated in the software indicated the average score for each proposal as well as the scores submitted by each member. As this information was available to all committee members, when the group met to select the presentations, the data were effectively presented.

Table 1, below, shows an abbreviated example of how the team rated submissions.

	Relevance (1 is low, 5 is high)								
Type of library: A = Academic P = Public S = Special V = Vendor	RVB	MC	MK	BM	KL	WB	MBL	MS	Avg. Rating
A	4	5	3	4	4	3.5	3	3.5	3.75
A	5	2	2.5	2	3	4	4	3	3.19
P	5	4	4	4	4	4	4	4	4.13
A	4	3	4	4	4	4	4	3.5	3.81
S	3	3	2.5	3	3	3.5	3	3	3.00
V	1	4	3	2	3	3.5	3	4	2.94
P	5	5	4.5	5	5	4	4	4	4.56
A	3	3	3.5	5	1	3	2.5	2.5	2.94

Table 1. The rating form used for conference proposals shows each team member's numeric evaluation and an average rating for the group.

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Each team member (indicated by their initials) logged their ratings into the document using established criteria and a spreadsheet formula instantly averaged the scores.

Marketing the Conference

A variety of tools was used for marketing the conference. First, the team established a website for the conference, but since none of the members was web-savvy, the committee called upon the Z. Smith Reynolds Library webmaster, Kevin Gilbertson, to create a site under guidance from the team. A graphic identity was established as was a text description of the upcoming conference. The text and graphics on the website were used in all other forms of communication about the conference in order to create a consistent image and to foster a common set of expectations.

Our marketing plan was, by necessity, low-budget. The team posted conference announcements in *Library Hotline* and *College & Research Libraries News*. We also printed flyers that team members distributed at the American Library Association Midwinter conference in January, 2008. An inventory was created of listserves whose readers could be potential attendees. Members already on these listserves posted the conference description and for the other listserves we found colleagues who posted the conference information on our behalf. Postings to listserves were made several times over a period of four months leading up to the conference.

In addition to listserves, the team used social networking services. Committee members already so engaged posted about the conference on sites such as Facebook™, Twitter and LinkedIn™, and included a convenient link to the website.

Evaluating the Conference

Following the conference, as the team sought to evaluate outcomes, feedback was solicited from attendees. In keeping with our goal of producing the conference with as little environmental impact as possible, we used an online Zoomerang™ poll to assess customer satisfaction. The survey's fifteen questions covered a range of issues including the content of the conference, facilities and accommodations, marketing outlets, and whether attendees would attend a similar conference should it be offered.

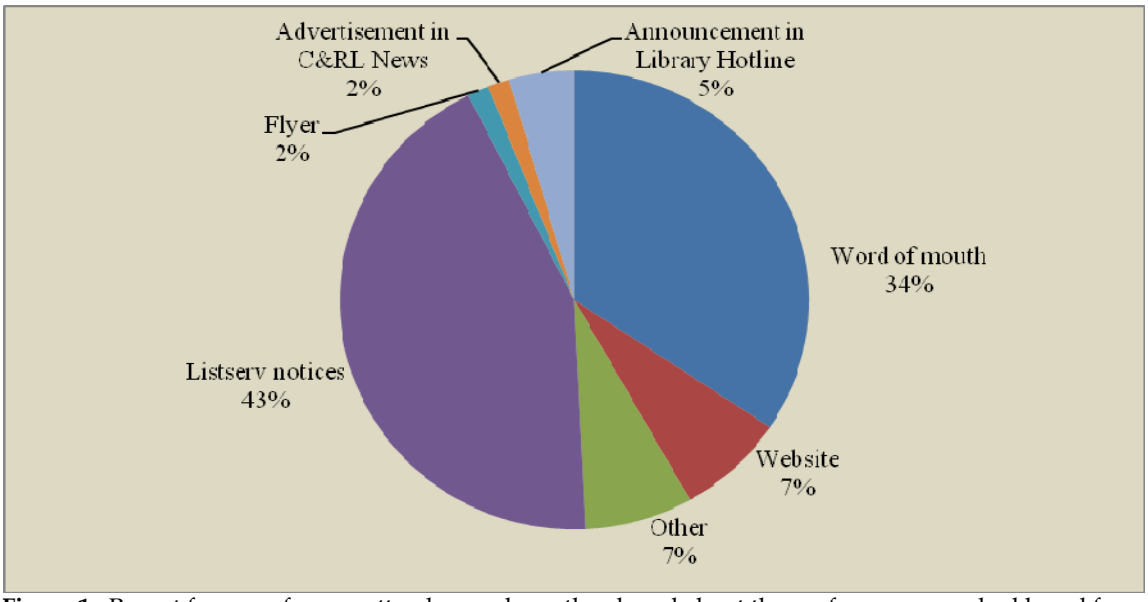

Figure 1. Report from conference attendees on how they heard about the conference; some had heard from more than one source so the total is greater than 100%.

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Slightly more than half the attendees completed our survey. Zoomerang calculated the totals as well as percentages for the responses, and the results were analyzed and discussed in our debriefing meeting.

The Conference

The conference was held on June 3rd and 4th, 2009, in the Elliott University Center on the campus of the University of North Carolina at Greensboro. The Center, which is connected to UNCG's Jackson Library, provided the various types of rooms required for the conference: small rooms for concurrent sessions, a large room for keynote addresses, another large area for lunch, and a reception area for registration, continental breakfasts and breaks.

The event began with a continental breakfast, official welcome, and the first keynote address by Joyce Ogburn. (Slides from her talk, "Risk and Entrepreneurship in a Time of Uncertainty," can be downloaded from the conference website.) Four concurrent sessions were then offered, followed by lunch during which Jon Obermeyer shared insights in a talk titled, "Stacking the Odds for Success: a Six-Stage Process to Articulate and Promote Your Entrepreneurial Idea." Two sets of four concurrent sessions filled out the afternoon that was then followed by a reception at the Weatherspoon Art Museum.

The second day consisted of two more sets of four concurrent sessions, a keynote address by Stephen Bell, and closing remarks from Lynn Sutton. The conference's keynote addresses were both inspiring and challenging, and helped the audience to think and act entrepreneurially. In the concurrent sessions, speakers presented their innovative programs and discussed processes that lead from identifying a need to delivering a solution. The lunchtime speaker described a toolkit of skills that every successful entrepreneur needs. Overall, the programming fulfilled the committee's goal to provide inspiration for new or continuing entrepreneurial programs, to showcase librarians' innovative projects, and to provide a set of tools with which to accomplish such programs and projects.

Team Debriefing

Several weeks later, the team met to assess the outcome of its work and to consider future activities. First, the committee reviewed the results of the attendee evaluation survey and found the results very gratifying: 86% said the content was what they expected, 92% said the pace was appropriate for the conference and 83% said they had returned from the conference with useful ideas. These markers indicate that the programming was solid and consistent with the marketing plan. The vast majority of conference attendees also approved of the facilities: 98% said the conference facilities were suitable while 78% enjoyed the accommodations at the Proximity Hotel.

Finally, attendees found value in our conference and would attend again if we offered a similar event. The conference exceeded the expectations of 75% of attendees, 92% said it was a good value and 82% would attend again. Figure 2, next page, is an example of Zoomerang's representation of responses to the question of future attendance.

The team acknowledged the contributions of support personnel from both libraries: Kevin Gilbertson, Melvina Ray-Davis, Robin Paschal and Karen Ward provided logistical support, facility management or web services that made the conference possible. In addition, during the actual conference, scores of volunteers from both libraries staffed tables, moderated sessions, gave directions and proved to be consummate hosts for the conference.

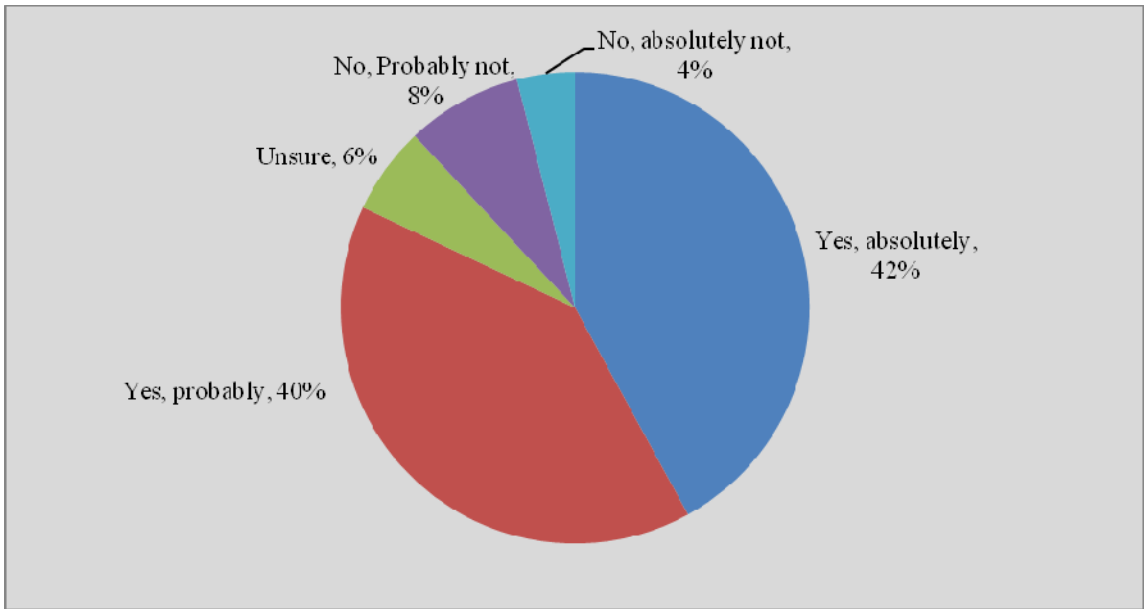

Figure 2. Zoomerang's representation of response to the question, "Would you attend this conference again in the future?"

Finally, the collaborators discussed next steps, if any, and whether or not the concept of another conference on this theme should move forward. The team assessed the survey results and discussed these in relation to decisions made at the beginning of the planning process. A list of suggested changes soon developed and the team found itself ready to build on its success by planning another similar conference, but expanding the scope of a second conference and building on the branding already established.

Benefits of Collaboration

The benefits of collaborating were many, and among the most visible, perhaps, was the final product—the conference itself. It would have been a different conference had one of the two schools produced it alone. The very concept for the conference, especially the definition of entrepreneurship, was jointly developed. As previously described, the discussions concerning the definition and meaning of entrepreneurship occupied the better part of two meetings as it took the group that long to refine our ideas to a point where we could agree on what our conference would include and, just as importantly, what it would not include. Our definition of entrepreneurship formed the conceptual framework against which we evaluated proposals for inclusion in the program.

Another significant impact of working together was the capital gained from the range of experience the team members brought to the planning committee. The diverse backgrounds enriched the planning process and ultimately the entire conference. Several team members had extensive experience with conference and event planning, and those skills and knowledge were essential to the process. The team was fortunate to have a veteran fund-raiser who successfully solicited outside organizations for sponsorships. This also proved invaluable. Some brought technical expertise or access to technology-talented coworkers who created (and continue to maintain) the conference website. Still others contributed a customer perspective that helped the group craft a program that clearly enriched the conference attendees.

Conclusion

Bazirjian's vision of a conference on entrepreneurism for librarians was a success. With the support of her colleague, Sutton, a

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planning committee was formed, positive team dynamics kicked in, and the conference organizing unfolded. The team, while diverse in experience and interest, stayed focused. It overcame any temptation to stray from the established goals, and members learned from each other, respected each other's strengths, and produced a conference that attendees, in the end, rated very highly. This collaboration produced a conference that neither institution could have done alone and celebrates both the spirit of collaboration as well as the ideals of entrepreneurship that make librarians unique and progressive in a dynamic society. The conference planning committee was left with a sense of fulfillment for having created a venue for exchanging ideas, sharing experiences, and motivating librarians to achieve new heights in entrepreneurship.

Continuing the Partnership

Committee representatives from both libraries felt that the experience was productive and engaging, so much so that plans began immediately for a second conference, this time on the campus of Wake Forest University. However, with the economic crisis in full swing, the team decided to proceed cautiously. Following the debriefing meeting in which a full assessment was made of the survey data and a solid understanding gained of lessons learned, the team began to establish a timeframe for hosting a second conference. After considering the dates of other regularly-scheduled conferences, and taking into account various financial factors, March 2011 was selected for the second conference, almost two years after the first. The theme for the upcoming conference, *From Vision to Implementation*, will focus on entrepreneurship and the practice of developing ventures that face both financial risk and possible reward (see: http://cloud.lib.wfu.edu/blog/entrelib/). This is a change from the initial conference whose focus was intrapreneurship, the development of projects that stay largely within the library. Members of the original planning team were given a chance to withdraw due, perhaps, to other commitments, and new members from each school stepped in to continue the exploration and celebration of entrepreneurship in libraries. Wake Forest added Ellen Daugman, Derrik Hiatt, Vicki Johnson and Carolyn McCallum while UNCG added Kathy Crowe and LaTesha Velez.

The reconstituted team began developing the next conference intent on carrying forward the success of the first but concern was raised about the two years between conferences being too long to maintain "brand awareness" among its target audience. To deal with this time gap, interim activities were developed. The team produced and delivered a webinar in September, 2010 that featured two important speakers from the first conference (http://cloud.lib.wfu.edu/blog/entrelib/webinar/). In addition, a sub-group of the steering committee reached an agreement with McFarland Publishers for an edited volume of proceedings entitled *The Entrepreneurial Librarian* to be published in the fall of 2011. The book will have four sections: intrapreneurship; entrepreneurship; social entrepreneurship; and innovative, non-governmental funding for libraries.

By the time of this article's publication the conference will have just taken place, but the team is confident that the success of the first conference will be matched or exceeded in this second gathering. It is hoped that at minimum the scholarly and professional publications and resources stemming from these two conferences will promote and, in important ways, enhance entrepreneurial opportunities within the profession. Optimally, these events will expand and deepen the great tradition of collaboration in librarianship and take entrepreneurship in new and exciting directions.

Endnotes

[1] Kauffman: The Foundation of Entrepreneurship, "Entrepreneurship in Ameri-can Higher Education: a Report from the Kauffman Panel on Entrepreneurship Curriculum in Higher Education," 2006,

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http://www.kauffman.org/entrepreneurship/entrepreneurship-curriculum-in-higher-education.aspx. See also, John W. Altman, "Reflections on Cash Flow", Kauffman Foundation, Resource Center, http://www.entrepreneurship.org/en/resource-center/reflections-on-cash-flow.aspx.

[2] Kauffman: The Foundation of Entrepreneurship, 6.

[3] Kauffmann.

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