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Creating the Entrepreneurship & Libraries Conference 2020: A Collaboration of Public, Special, and Academic Librarians, Vendors, and Economic Development Stakeholders

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From the Field

Creating the Entrepreneurship & Libraries Conference 2020:
A Collaboration of Public, Special, and Academic Librarians, Vendors, and
Economic Development Stakeholders

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Abstract

Despite the increasing importance to libraries of supporting entrepreneurship and economic development, professional development opportunities on those topics have been rare. Also rare are opportunities for public, special, and academic librarians plus other types of professionals to collaborate on major professional development events like a multi-day conference. The authors and a diverse planning group worked to challenge that status quo by creating the Entrepreneurship & Libraries Conference (ELC) 2020. After making a COVID-19-mandated pivot to an online format, this conference featured speakers, networking hours, a discussion room hour, and a pitch competition with cash prizes for libraries proposing economic development projects. This article describes how a diverse group of librarians and economic development stakeholders from across the United States and Canada worked together to define, develop, and lead the ELC 2020. The article concludes with assessment and recommendations.

Keywords: collaboration, increasing academic/public/special librarian connections, entrepreneurship, conferences, professional development

Introduction

Supporting entrepreneurship and local economic development has become a vital activity for many public, academic, and special librarians. These librarians often collaborate with economic development stakeholders from local governments, incubators, and nongovernmental organizations.¹ Entrepreneurship librarians also

work with database vendors to provide their patrons access to essential business research content. Despite the rapid growth of entrepreneurship librarianship,² our professional organizations have been slow to create professional development opportunities on this topic. When the leaders of the Entrepreneurial Librarians Conference asked BLINC (Business Librarianship in



North Carolina) if it would be interested in taking over that conference, the BLINC librarians discussed the offer and decided “yes.” The BLINC librarians envisioned an “Entrepreneurship & Libraries Conference” created by a nationwide coalition of public, academic, and special librarians, economic development stakeholders, and vendors. This conference would feature innovative programming including a pitch competition for libraries. While planning the conference, the diverse group of planners grew into an enthusiastic community of interest, and the planning process provided leadership opportunities for early career librarians and librarians of color. Then the COVID-19 pandemic hit. The planning group was forced to reconsider what they had accomplished and then had to work together to make a big pivot.

Free Beer or Free Puppies? The Offer of a Conference to BLINC

In 2009, librarians from Wake Forest University and the University of North Carolina at Greensboro created a conference called “Inspiration, Innovation, Celebration: An Entrepreneurial Conference for Librarians.” Two of the conference leaders, Mary Scanlon and Michael Crumpton, described its creation in a 2011 *Collaborative Librarianship* article.³ This conference was offered every two years, eventually changing from a two-day event to a one-day event. It was last held in October 2018 with around 100 librarians attending, most from academic libraries.

In March 2019, Crumpton asked the officers of BLINC if that organization would like to take over the conference. He reported that the conference leaders thought the current vision of that event had run its course and that new ideas were needed, hopefully resulting in a more diverse audience. In addition to the conference website and social media accounts, the leaders offered BLINC seed money left over from the 2018 conference.

BLINC, a section of the North Carolina Library Association (NCLA), brings public and academic librarians together to create frequent and free workshops focusing on practical skills, while fostering regular opportunities for networking and socializing.⁴ When Crumpton offered the conference, two of the authors (Cramer and Thynne) were serving as the BLINC officers. When agreeing to take it on, the BLINC members knew that creating a conference would be a massive project, yet many were eager for the challenge.

Starting from Scratch: Debating, Defining, and Renaming the ELC

BLINC needed to form a consensus on what exactly the new direction of the conference would be. Many members thought it was exciting (but also a little scary) to create a conference largely from scratch. In an online meeting, we debated a series of questions:

- *What should be the new scope of this event?* Without much debate, we agreed to refer to it as “a conference about how librarians support entrepreneurship, economic development, social entrepreneurship, and entrepreneurship education.” We defined entrepreneurship as creating a self-employment opportunity or creating a new organization (profit or nonprofit). This scope was very different from that of the original conference, which had focused on innovative ideas in libraries.
- *Given that new scope, do we need to change the name?* Yes, the revised name would be “Entrepreneurship & Libraries Conference.” Later the conference planning group adopted “ELC” as the nickname.
- *Who is our target audience?* Given the new scope, we hoped to attract a mix of public, special, and academic librarians. We also hoped to have attendance and speakers from entrepreneurship ecosystem partners (examples include SCORE

(<https://www.score.org/>), the Small Business Technology and Development Center (<https://sbtcd.org/>), city and county and NGO economic development officers, non-profit leaders, etc.).

- **What types of conference programming should we offer?** BLINC members consistently rate networking as the most important value of our group and its workshops, followed by learning practical skills.⁵ This emphasis on networking and practical skills reflects the general interest of business librarianship as a whole.⁶ For the ELC, BLINC's suggested programming included vendor-sponsored happy hours and meals, networking, panel discussions, lightning rounds, keynotes, a pitch competition, and perhaps a pre-conference in a computer classroom.
- **What would be the price to attend? In order to keep the conference as cheap as possible for attendees, we decided to use a library as a free location and recruit vendors to sponsor food and drink and other costs.**
- **What should be the impact of the ELC on regular BLINC programming?** There was some worry that taking on the ELC would detract from BLINC's own programming – a potentially serious concern since BLINC's free [quarterly workshops](#) have been a defining aspect of the group. We decided that it would be okay for BLINC to skip one quarterly workshop in whatever season the ELC takes place.
- **Finally, what librarians would actually create the ELC?** While BLINC would be the official host, we decided the planning group should include public, special, and academic librarians from across the country. (Planning group membership ended up being international.)

Establishing the Co-Chairs

As the 2019 BLINC officers, Cramer and Thynne discussed one final question: who would chair the ELC? Noting that our terms as BLINC officers would end soon, we both expressed interest in the opportunities and challenges of leading the ELC. However, we are both academic librarians, but we felt strongly that one leader should be a public librarian. Having a co-chair from a public library would provide vital insights into the needs of public librarians for professional development in entrepreneurship and economic development. A public librarian co-chair would also help us promote the new ELC as being useful to public libraries as well as to academic librarians, who tend to dominate discussions of entrepreneurship librarianship.

Enter Ritchie-Baum (the third co-author), who accepted the invitation to be the third co-chair. She was the recently hired Business & Nonprofit Librarian for the Greensboro Public Library. In addition to being a public librarian, Ritchie-Baum is also early in her career. As such, she could also provide the perspective of new librarians, helping ensure the new ELC considers the needs of such librarians. We decided that three was the ideal number of co-chairs, balancing a mix of perspectives and skill sets with efficiency of communication. Before the COVID-19 pandemic, we worked closely enough to make physical meetings convenient. The three co-chairs have blogged about their personal experiences and professional growth in leading the ELC 2020.⁷

Public, Special, and Academic Librarians Walk into a Bar: Recruiting the Planning Group

Since entrepreneurship involves many types of librarians, the three co-chairs wanted to recruit a diverse group of professionals. We leveraged our network to begin asking librarians from BLINC and beyond to join us in creating the ELC. As expected, it was easy to recruit a good

number of academic librarians, but we had to work a bit harder to recruit additional public librarians. We intentionally made invitations to early-career librarians and librarians of color. Later some of those librarians would accept leadership roles as team captains, as with our pitch competition team.

The co-chairs also discussed representation from special libraries. BLINC membership includes a special librarian from the North Carolina Small Business and Technology Development Center, Deanna Day, who agreed to join us. BLINC also partners with Carolinas Special Libraries Association (SLA), the head of which, Susie Corbett (an information professional at the North Carolina Biotechnology Center) also said yes. A special librarian from the State Library of New Jersey, Andrea Levandowski, also joined us. At the suggestion of the president of SLA, we established relations with the head of SLA's new caucus on Economic Development, Empowerment, & Entrepreneurship, Nicole Mullings, a special librarian in Calgary (although, being busy with SLA's own conference, she did not join the planning group).

Continuing in Canada, we invited an entrepreneurship librarian from the University of Toronto, Carey Toane, to join us. Toane had helped create an online entrepreneurship conference two years earlier. She brought to the table that planning experience as well as the perspectives of Canadian entrepreneurship librarianship.

Finally, we partnered with two non-librarians: Duncan Smith, Chief Strategist for Public Libraries for EBSCO (<https://www.ebsco.com/>), and Jennifer Hensel, Assistant Director at Launch Greensboro (<https://greensboro.org/launch/>), the entrepreneurial arm of the Greensboro (NC) Chamber of Commerce. Early in our planning, Smith (an entrepreneur who created NoveList (<https://www.ebsco.com/novelist>)), proposed that the ELC include a pitch competition. While not listed as a member of the planning group,

we included Smith in our planning group meetings. Hensel provided free consultations on making good pitches for the pitch contestants, and also was chosen by the concurrents team to give a short talk at the conference.

We ended up with a planning group of 22 librarians. How well would this diverse mix of librarians collaborate on creating a conference? We would soon find out.

The Collaboration Begins

With the co-chairs and planning group now in place, this diverse group needed to make final decisions on what the ELC would look like. The group debated the desired mix of intellectual and practical knowledge and then discussed the strong need for networking and social events. This discussion was informed by a recent survey on entrepreneurship librarian core competencies which found that engagement, research services, and teaching and learning were the most important skills.⁸ We decided the conference would last two full days, with a preconference and a kick-off party the evening before.

After winnowing down a long list of possibilities, the planning group established four tracks for concurrent sessions:

- Community Engagement, Economic Development, & Outreach
- Instruction & Programming
- Resources & Spaces
- Entrepreneurship Outside the Box [the miscellaneous track]

Desiring more variety in programming than most conferences provide, we decided on four types of concurrent programs:

- Panels & presentations
- Lightning rounds
- Discussion circles

- Experiential instruction/programming exercises (librarians run a module from instruction or programming, and then get feedback on it).

Themes emerged from the planning group discussions. We wanted:

- To enable strong cross-pollination of attendees – special, public, and academic librarians interacting, networking, and learning from each other. The group also hoped the librarians would learn from ecosystem partners and other experts from outside libraries.
- To emphasize practical content over research and theory – the sharing of ideas and services that many libraries could try out, as opposed to services that only the most well-funded and well-staffed libraries could provide.
- To create a conference that would be useful for both beginning and experienced librarians. Many non-business librarians are asked to support entrepreneurship. Could the ELC be useful to them too?
- To provide attendees with the opportunity to experience a variety of session types in one day. One planning group member hoped that an attendee could “go from a panel to a lightning talk, networking event, to poster session, to an active learning session.”
- To provide frequent networking opportunities, including opportunities for mentoring and peer mentoring relationships to form. The planners hoped the ELC would facilitate the building of connections that would last long into the future.
- To reflect the planning committee’s strong belief in social equity. We hoped that some of the ELC programming would focus on the needs and experiences of minoritized, women, and immigrant entrepreneurs. Attendees could learn about how under-

served and under-resourced communities can get support from libraries to tap into resources and services available in their local ecosystems. The planning group learned later that social equity was very important to many entrepreneurship librarians across the U.S. and Canada.

The Planning Group Becomes a Community

As with the planning for another start-up conference, the Joint Conferences of Librarians of Color (JCLC), the planning group for the ELC gradually became a community of librarians interested in supporting and learning from each other.⁹ From the first meeting, the ELC co-chairs encouraged members of the planning group to share what was new with them. Once the co-chairs began a meeting by asking everyone to identify their favorite flavor of ice cream. At the conclusion of one planning meeting, one librarian reported “I am so excited to work with everyone on this. This conversation has been a highlight of my week—I love how engaged and enthusiastic everyone has been. One of the best online meetings I’ve attended ever!”

Another replied, “I’ve found my people!”

Planning Tools and Methods

As highlighted in Crumpton and Scanlon’s article on organizing the predecessor to this conference, “planning a conference is a challenge in any circumstance.”¹⁰ Add in a global pandemic and an international, bi-coastal planning committee, and the word “challenging” takes on new meaning. Luckily, the planning group was familiar with collaborating through tools such as Zoom, Google Drive, and Doodle polls. Having access to a pro-version of Zoom through university affiliations was essential to ensure conversations could be had and decisions could be made without participant limitation or time restrictions.

After finalizing the nature of the ELC, planning group members formed teams to focus on specific planning needs. Having teams and team-leaders resulted in the co-chairs having fewer schedules to coordinate, while empowering the team-leaders to leverage their own leadership skills and make many decisions on their own. Use of small teams also encouraged more bonding of the diverse members. The co-chairs used all-team meetings to promote communication and develop consensus on any major decisions that still had to be made. Crumpton and Scanlon¹¹ observed a similar outcome with their planning team even though their planning occurred in a hybrid in-person/virtual environment.

Selecting a Location: Emphasis on an Urban Public Library

When deciding where to hold the conference, the co-chairs felt strongly that the location should be a public library. ELC planning always had a strong emphasis on finding opportunities to encourage the participation of public librarians as well as academic and special librarians. Meeting at a public library would provide physical evidence of our inclusive goals. The rest of the planning group agreed to find a public library location.

Before the ELC planning group was formed, a BLINC member from the Durham (NC) Public Library, Kathy Makens, told BLINC that their headquarters downtown library was being completely rebuilt and would be happy to host the ELC. This location was very attractive for several reasons. First, this brand-new library would feature innovative spaces and features including roof-top terraces, integrated innovative technology, and exciting architectural features. Second, Durham has a rich history of African-American entrepreneurship. The planning group hoped to work that history into conference programming and networking opportunities to further our

goal of inclusivity and connection. Finally, meeting in downtown Durham would also facilitate hosting networking events and socials in breweries, converted tobacco factories, hotel rooftop bars, and other interesting places. ELC vendor partners SimplyAnalytics and PrivCo graciously agreed to help sponsor these networking opportunities.

Recruiting and Choosing Speakers

The plenary team was led by Deanna Day (Small Business and Technology Development Center) and Susie Corbett (North Carolina Biotechnology Center). Those librarians and their team recruited two plenary speakers: Garry Schoeniger, the Founder & CEO of the [Entrepreneurial Learning Initiative](https://elimindset.com/) (<https://elimindset.com/>), and Ashley Brown, Director of Research Services at the [Kenan Institute of Private Enterprise](https://kenaninstitute.unc.edu/) (<https://kenaninstitute.unc.edu/>) at the University of North Carolina at Chapel Hill. The nature of their keynotes is summarized below.

The concurrents programming team, led by Gillian Robbins (Free Library of Philadelphia) and Carey Toane (University of Toronto), received 49 submissions and accepted nine of them. As expected, the majority of the submissions were from academic libraries. However, the speakers did include public, special, and academic librarians plus one ecosystem partner. The concurrents team prioritized submissions that would be of value to all three types of librarians.

The “@ the Table” Pitch Competition

As noted above, Smith of EBSCO suggested early in 2019 that the ELC include a pitch competition. EBSCO provided prize money for the competition as well as additional funding for the ELC. Nataly Blas (Loyola Marymount University) and Orolando Duffus (University of Houston) agreed to chair the pitch competition team, which included Smith plus public and special li-

brarians. After some discussion, the team defined the scope of the competition: libraries would make a pitch to local economic stakeholders (not librarians) on how their library could become a vital player in a specific local economic development or job creation initiative. The name of the competition became “@ the Table.”

Creating “@ the Table” provided the most interesting and complex collaboration in ELC planning. The pitch competition team recruited three economic development experts to serve as judges. The judges would use an evaluation rubric created by the team. There would also be an “audience choice award” based on votes by the conference attendees.

Ritchie-Baum, Blas, and Duffus recruited Hensel, a pitch expert from Launch Greensboro, to provide a video introduction on making an effective pitch. Hensel would provide one-on-one consultations with each of the five finalist libraries on their proposed pitches.

The ELC received nineteen pitch competition submissions, most very good. It was difficult for the team to pick the top five pitches, which represented both rural and urban libraries. At a Zoom practice session, one contestant told Blas and Duffus that preparing their pitch was “the most fun thing we’ve done in a long time” and that preparing for the competition had already helped them rethink their community outreach messages.

The COVID-19 Online Pivot

By early May 2020, it became clear that an in-person conference in November 2020 was not going to be possible due to the ongoing COVID-19 pandemic. Additionally, by May, we had so far received a small number of submissions for concurrent sessions. After discussing with our concurrents team and reflecting on our own COVID related institutional policies, we began to believe that institutional bans on travel as

well as budget cuts could severely impact not only attendance, but attracting quality submissions for the concurrent sessions. So, the planning group decided the ELC would not meet in Durham in November.

The next decision was more complicated. Should we postpone the physical conference until it was safe to meet and our travel budgets were back to normal? Or should the ELC pivot to an online version? Ultimately, we agreed moving the conference online would be the best course of action. With the talents of our planning team and increased experience with online platforms such as Zoom, the group agreed we could offer the ELC online on our original dates in November 2020.

The planning group began reassessing the logistics of the conference. While we regretted having to drop our party plans, conference planning expenses would be much reduced with an online conference. Thanks to the continued commitment of our sponsors, the group decided to make registration free. After making necessary adjustments to the website and our various submission forms, we re-opened submissions for conference proposals and immediately saw an increase. Instead of concurrent sessions, we would have shorter (15 or 25 minutes) presentations with no overlap.

On September 9th, we opened attendance registration, capped at 250 persons. By September 11, registrations to attend the conference virtually “live” were completely sold out. While we anticipated an increase in interest for conference registration after promoting it as “free,” the planning group was very pleased with the high interest in the ELC.

How to Foster Online Discussions

The planning group felt that networking and socializing would be much harder to accomplish in online conferences. However, use of Zoom breakout rooms might satisfy the group’s desire



for quality discussion time. A Zoom software update in September 2020 allows participants to choose their own breakout rooms. If the ELC renamed a set of rooms by discussion topic (such as “instruction”), participants could choose their own topics for the discussion hour.

Three weeks before the conference, the planning group drafted a list of twenty topics and then asked the conference registrants to pick their favorites. Fifty registrants responded. We would provide multiple rooms for topics of high interest, in order to keep the number of participants in each room low (ideally, no more than ten). The most popular topics proved to be “social entrepreneurship & nonprofits” and “minority, indigenous, or immigrant entrepreneurs.” Outreach and collaboration with community or campus ecosystem partners also ranked high.

The Big Event

At 12:20pm Eastern on Thursday, November 12th, the 2020 Entrepreneurship and Libraries Conference kicked off online. The conference began with a quick welcome and orientation information before leading into the opening plenary by Schoeniger. His message that “[o]ur ability to embrace an entrepreneurial mindset is limited by the ways in which we define it” resonated with many of the conference attendees.¹² The first plenary was followed by sessions on “Community Engagement, Economic Development & Outreach” and “Resources & Spaces.” Libraries and ecosystem partners began discussing innovative practices, spaces, and programming in support of traditional and non-traditional entrepreneurs as well as local economies throughout the rest of the conference.

The inaugural “@ the Table” pitch competition was also held on the first day. Requiring our highest level of technical timing and virtual meeting precision, the pitch competition was the conference highlight for many attendees. Five innovative public libraries competed for cash

prizes by offering five-minute pitches on how their library would create a specific economic development project in their community. After the pitch presentations, the three guest judges asked questions of the contestants before moving into a separate virtual space to deliberate. Pitch competition team leaders Duffus and Blas announced the winners at the networking session ending the first day. That news kicked off an engaging virtual networking session full of attendee participation, excitement, and fun. One pitch competition winner is writing an article for the Public Library Association about the experience; another contestant is writing a press release to share with their county.

The second day of the conference began as the first day ended, with an engaging albeit smaller virtual coffee networking hour. Having identified facilitators and chat monitors for these networking sessions allowed conversations and topics to flow naturally, ensuring attendees could participate and engage in several ways (chat, video, speaking-only, etc.) to the extent they were comfortable. Following a lunch break, the second day began in earnest with the plenary by Brown, who provided an intriguing summary of the Kenan Institute of Private Enterprises “Trends in Entrepreneurship 2020” (<https://frontiers.unc.edu/wp-content/uploads/2020/02/2020TrendsReportOverview.pdf>) report.¹³ Sessions on “Instruction & Programming” and “Entrepreneurship ‘Outside the Box’” rounded out the formal discussions for the day.

The second day also included the attendee-chosen discussion topics using Zoom breakout rooms. Feedback on the breakout rooms from attendees was largely positive, with several commenting that they enjoyed being able to more deeply engage in specific topics while forming a deeper connection with colleagues. The final networking hour confirmed to the ELC co-hosts and planning team that many of our goals of in-



spiring both seasoned and new librarians, forging connections, and providing opportunities for learning both practical and innovative content had been met. Attendees at this final networking hour were already recommending new topics and areas of interest for the next ELC conference and expressing excitement at the new relationships and potential partnerships fostered by the ELC. Recordings from the plenary and concurrent sessions can be found on the ELC's YouTube Channel (https://www.youtube.com/channel/UCTq209wwD_SD0YaZJFAxDBg).

Assessment

As with all programs and events, evaluating attendees' conference experience is integral to inform future planning. The post conference survey sent to participants consisted of six questions: five close-ended and one open-ended. The survey gauged attendees' overall satisfaction with the conference, what format and length to consider for future conferences, as well as what programs were most useful. In addition, a space for comments and suggestions on how to improve for future conferences was included. There were 58 responses.

The survey polled the attendees' institutional affiliation (public, academic, special, vendor, etc.). There was strong representation of academic libraries (59%) followed by public libraries (26%). The remaining 24% were special and state libraries, conference vendors, and entrepreneur and ecosystem partners.

Overall, 74.1% reported they were "very satisfied" with the ELC 2020 while 17.2% were "somewhat satisfied." Most of the remainder chose "neutral." Respondents were equally split at 50% when asked about their preference for an in-person or virtual conference format. Attendees were also asked if the length of a two-day virtual conference worked well. An overwhelming 95% of respondents indicated that

they were satisfied with the length. Just a handful of responses suggested that a two-day virtual conference was a bit too long.

In order to assess what topics were most relevant to attendees, the survey asked participants to select what sessions were most beneficial to them. The highest ranked program was a session on how to teach primary research in the academic setting (this hour of the ELC also had the highest attendance). A program that discussed how libraries can contribute to the entrepreneurial ecosystem was also well received by attendees. Other programs that ranked high included the opening keynote along with programs that addressed equity in entrepreneurship, crowdsourcing a library's toolkit, and aligning business literacy with startup thinking. The networking sessions and discussion hour also ranked high.

The most insightful data for the conference planning group were the comments and suggestions offered by attendees. One wrote "Five stars! That was the least exhausting Zoom conference I have been in all year." Another notable comment was, "Thank you so much to the organizers and all of the presenters and attendees! It was really great to connect with you all. I am feeling very empowered!" Regarding presentation format, one participant wrote, "Really loved the short presentation format for a virtual conference....overall the best virtual conference I've been to this year!" Attendees also offered constructive criticism. One Canadian participant wrote, "I would love for this conference to continue post-COVID-19 so I can continue to attend. One thing, I think that networking online worked best when there is a little more structure to it. So I would recommend more networking with breakout rooms."

Post-Conference Discussion and Brainstorming



A week after the conference, the planning group met to review the survey results, share our own ideas, and brainstorm future ELC events. While we were pleased with the mix of attendees, we discussed strategies to get more speaker submissions from public librarians. We also talked about inviting entrepreneurs who benefited from library services to speak about their experience.

In 2021, the ELC is likely to offer a few shorter (2-3 hour) online events. One might focus on “Entrepreneurship & Racial Equity” (reflecting the planning group and the ELC 2020 attendees’ strong interest in social justice), while another might be “Entrepreneurship, Libraries, and Cannabis.” There was much interest in a 2021 pitch competition. Finally, the planning group might pursue a multi-day physical conference in 2022.

Conclusion

The work of the ELC planning group demonstrated that a group of passionate public, special, and academic libraries can effectively work together to create an event that enriches professional development for a diverse group of library professionals. While there certainly can be value in librarians of the same stripe gathering to talk shop, diverse collaboration can also provide high value. We recommend that librarians resist social tendencies to focus on networking within narrowly-defined bubbles. Collaboration with librarians from different settings, with different sets of skills and resources, struggles, and opportunities, can provide richer networking and learning. We believe the ELC 2020 illustrated this assertion.

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³ Mary Scanlon et al., “Re-Conceiving Entrepreneurship for Libraries: Collaboration and the Anatomy of a Conference,” *Collaborative Librarianship* 3, no. 1 (2011): 16, <https://doi.org/10.29087/2011.3.1.07>.

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⁵ Cramer, “Adding Purpose,” 3.

⁶ Betty Garrison et al., “What Librarians Say They Want from Their Professional Associations: A Survey of Business Librarians,” *Journal of Business & Finance Librarianship*, September 18, 2020, 10, <https://doi.org/10.1080/08963568.2020.1819746>

⁷ Morgan Ritchie-Baum et al., “Personal Lessons from Planning the ELC 2020,” *This Liaison Life* (blog), August 10, 2020, <https://liaisonlife.wordpress.com/2020/08/10/personal-lessons-from-planning-elc2020/>.

⁸ Toane, “Toward Core Competencies,” 48.

⁹ Samantha Hines, “Case Study in Collaborative Leadership: Joint Conference of Librarians of

Color," 2019, 12, <https://digitalcommons.du.edu/collaborativelibrarianship/vol12/iss1/9>.

¹⁰ Scanlon, "Re-Conceiving Entrepreneurship for Libraries," 20.

¹¹ Scanlon, "Re-Conceiving Entrepreneurship for Libraries," 21.

¹² Gary Schoeniger, "Entrepreneurship & Libraries" (paper presented at the Entrepreneurship & Libraries Conference 2020 online, November 12, 2020).

13 Kenan Institute of Private Enterprise, "2020 Trends in Entrepreneurship," January 15, 2020, <https://frontiers.unc.edu/wp-content/uploads/2020/02/2020TrendsReportOverview.pdf>