

Part I: Introduction

Context

Deliberative Democracy in Libraries

In an increasingly interconnected society, one where Internet connectivity in the home, school and work is rapidly becoming the norm, the role of the public library is changing. Public libraries still, and always will, function as repositories of knowledge but this role is changing as information dissemination becomes more of a process of providing *digital* rather than physical access. Recognizing this trend, libraries have sought to re-purpose their physical locations to meet the changing needs of the communities they serve. One example of this effort is the American Libraries Association initiative group called Libraries Foster Community Engagement. Deliberative forums are one method libraries are using to engage the public.

Deliberative forums training is a library-centered focus on promoting community engagement through active deliberation. Librarians are trained to work with community organizations to organize forums on the issues troubling American communities today. The forums seek to teach citizens to others, reflect on their opinions, consider multiple solutions to a problem, weigh choices and trade-offs, and, ideally, identify common ground for action.¹

Deliberative Forums

Deliberative forums are an outgrowth of the National Issues Forums, which were created in 1982 by the Kettering Foundation. In the late 1970s, the Kettering Foundation's researchers became increasingly convinced that the problems facing American society were political and social rather than scientific and technical.² National Issues Forums are modeled on New England town meetings and designed to encourage public engagement between individuals and groups with divergent viewpoints on important social issues. The deliberate approach at the heart of these forums "helps people have thoughtful conversations about important public issues... and begin to imagine new and creative ways to work on solving these issues."³

Deliberative forums are led by trained moderators who guide discussion in a manner that encourages broad participation, civil communication, and common understanding. While the training program was centrally developed through National Issues Forums, it has since taken on a grassroots character. There is no official certification process and training sessions vary from one to two hour panel presentations to two-day, pre-conference workshops. Information sharing processes are improving coordination between training programs but standardization is by no means imminent.

Deliberative Democracy Background

Deliberative forums are based on political theory that has become increasingly popular over the past several decades. Deliberative Democracy is a theory developed largely in contrast to interest based, economic theories of democracy where voting is the penultimate political act. In deliberative

¹ "Texas Forums: Building Common Ground," Texas Forums, Presented to North Texas Regional Library System February 2-3, 2005. http://www.texasforums.org/component/option,com_docman/task,doc_download/gid,1/Itemid,1/, p. 8.

² <http://www.kettering.org/about/history.aspx>

³ <http://www.texasforums.org/>

democracy, democratic legitimacy stems not from free and fair voting procedures but from public deliberation. The key tenet of deliberative democracy for understanding deliberative forums is that the process of public deliberation is divorced from any sort of decision making apparatus tied to the State (i.e. Election, referendum, etc.) and focused entirely on the discourse between citizens. This focus on discourse re-establishes the agency of citizens as political actors independent from the State. The ideal result is a more informed, engaged citizenry that understands and appreciates the pluralistic nature of their community, state, and nation.

The conditions which contribute to ideal democratic deliberation, however, are not likely to arise spontaneously.⁴ A number of preconditions are essential to promoting truly democratic deliberation. First, deliberation must take place on an equal footing. This means that the auto mechanic's contributions are considered equal to those of the professor; the businessman's statements are no more valuable than the stay-at-home mom's; the student's opinions have as much merit as those of the city council member. Essentially, deliberation is understood to take place within a power vacuum. Second, each individual perspective is understood as important and valid. Thus, all political philosophies, faiths, and belief systems are accepted as influencing their opinions and perspective. Moreover, as the demographic reach of the deliberative process grows, so does the legitimacy conferred on the political process. Third, individuals are free to participate (or not participate) as they please. Democratic deliberation involves voluntary association and should be free of any form of compulsion. Fourth, individuals participating in the deliberation should be prepared to accept the results of deliberation as valid and meaningful.

Research Focus

As these conditions do not arise in and of themselves, structures and policies are critical to ensuring both the success and the legitimacy of the deliberative process. In evaluating the outcomes of deliberative forums training we sought to understand how exposing librarians to the deliberative dialog methodology and deliberative ideology impacted them as citizens and professionals, how their work in conducting forums impacted the libraries they work in, and how they saw the forums impacting the communities they serve. Due to the remote nature of our study, though, we did not attempt to directly assess the efficacy of the training in preparing the librarians to conduct forums. We felt that without being able to observe a number of forums we could not accurately assess the effectiveness of the training. Thus, our findings are based largely on the subjective understanding of the librarians we spoke with.

Part II: Design, Methodology, and Data Analysis

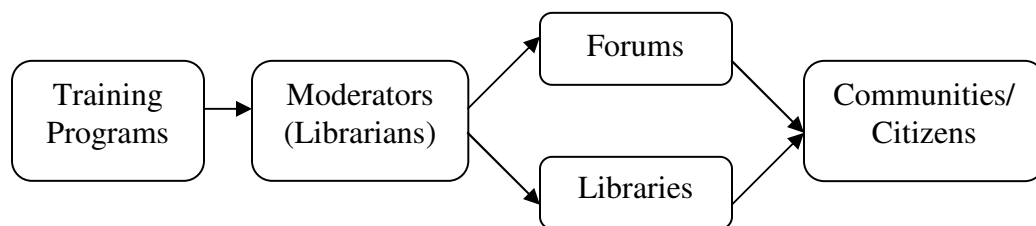
Research Design

The purpose of this research was to evaluate the candidate outcomes of deliberative democracy training programs and forums. In examining these outcomes, we also expected to find best practices in both training moderators and conducting forums. These outcomes can be used to shape further training programs and forums. The outcomes will also provide a common language and framework to use in future discussions regarding deliberative democracy practices.

⁴ For an in-depth outline of the foundations of deliberative democracy, see Joshua Cohen's essay, "Deliberative Democracy and Democratic Legitimacy," from Hamlin, A. and Pettit, P. (eds), *The Good Polity*. Oxford: Blackwell (1989). pp. 17-34

Key Research Questions

In order to understand how this research fits in with the broader framework of deliberative democracy forums, a brief program theory is necessary. The basic program theory behind training programs can be described by the following pathway.



The training program influences librarians by providing them with skills for leading discussions, strategies for dealing with political (and often personal) issues, and documents to keep them updated on current issues. The librarians who participate in these training programs then have immediate influence on (1) the forums they run and (2) the library in which they work. The forums and library then become the vehicles for impacting the citizens and the community as a whole.

Past research by the Kettering Foundation has examined the last link within this program theory: the outcomes of deliberative democracy forums for citizens and communities. Our research departs from past research by examining the first two connection points in the program theory. Broadly speaking, then, we have three key research questions. First, what outcomes exist for librarians who have participated in training programs? Second, what outcomes exist for libraries that hold forums run by trained librarians? Third, what outcomes exist for the communities in which these forums and libraries reside?

Methodology

Because this research is an investigatory study designed to identify candidate outcomes for training programs, we chose to use a qualitative, context based method for data collection and analysis. This method allowed us to understand, to some extent, how contextual factors were affecting candidate outcomes.

Sample Size and Selection

Our research consisted of two distinct sample groups. Our first sample consisted of 3 librarians who were at one time trained in moderating deliberative democracy forums and have since moderated a high number of forums. We chose to interview librarians in this sample because, although they were not likely to remember the specifics about their training, they could discuss outcomes for the forums they have run. This sample best addressed our second and third research questions: what outcomes exist for libraries that hold forums run by trained librarians and what outcomes exist for the

communities in which these forums and libraries reside.

Our second sample consisted of 2 librarians who recently participated in a deliberative democracy training program and have not yet formally held deliberative democracy forums in their library. This group represents individuals who have received training that is recent enough to be active in the memory of participants, but far enough in the past to allow for outcomes to begin developing. This sample best addressed our first research question: what outcomes exist for librarians who have participated in training programs.

Data collection

We collected our data through in-depth interviews with each of the 5 librarians mentioned above. Because of logistical constraints of location, the interviews were conducted over the phone. With the permission of interviewees, all five interviews were recorded and transcribed. At least two researchers attended each interview. During the interview the researchers took notes, and after the interview, the tape recording was transcribed. A list of the interview questions can be found in the Appendix.

Data Analysis

Each transcription was coded for candidate outcomes independently by at least two group members, and the results were discussed to develop an overarching coding scheme. Before building up broader coding categories, we started with finding sub-themes as specific as possible to figure out any repeated pattern in the codes. In the final coding scheme, we got a consensual definition for each code, categorized by types of impact: the impacts of deliberative democracy on (1) librarians, (2) libraries, and (3) community. Since our research was designed to identify both training and forum outcomes, we compared them by using the same set of codes for impacts.

As a method of analysis, we used the content analysis software, NVivo, to characterize the various outcomes as well as contexts of librarians and libraries. Each group member carefully read through the transcriptions and discussed individual analysis results to develop one master file. Using the searching tool of NVivo, we grouped the transcriptions which were coded at a certain node to see what text or how much text had been coded. NVivo helped us to manage our analysis data efficiently when we needed to shift or delete nodes as our project changed and grew.

As another way of data analysis, we used Word count software, UsingEnglish.com's Text Analysis Tool (<http://www.usingenglish.com/resources/text-statistics.php>) to analyze the word usage in interview records (see Appendix for results). The software presented a word frequency cloud to show each word in a bigger or smaller text size, depending on how many times it was found in the text. We analyzed all five interview transcriptions focusing on their descriptions of outcomes, rather than other contextual information, since the text analyzer limited the number of characters in the text. We expected that this method would provide common languages for deliberative democracy and national issues forums.

Part III: Descriptions

The following is a description of key contextual factors for our sample (experienced librarian moderators and newly trained moderators) and for the various training programs in which they participated.

Sample Description: Experienced Librarian Moderators

The librarians in our sample of experienced librarian moderators had library experience ranging from 9 to almost 30 years, holding positions as reference librarians and associate director. They each conducted somewhere between 5 and 20 forums. These librarians also had experience with deliberative democracy forums or other forms of civic engagement outside of the library forums.

Two librarians in our sample were highly motivated to become trained and begin holding deliberative democracy forums. They pinpointed this motivation to their previous experience with community participation outside of library and deliberative democracy venues. One librarian said, “I think that, as a librarian, civic engagement is extremely important.” The other librarian who attended the training without much interest has since become highly involved in forums.

All of the librarians indicated some tension between their work environment at the library and the starting of deliberative democracy forums. This tension arose from two factors: first, the librarian not having enough time apart from regular duties to promote and conduct forums, and second, the library itself exhibiting concerns about getting involved in political issues outside of the library domain.

One librarian, commenting on the second concern said, “In the past when I have tried to do a forum that is really an issue that belongs to the board of education or the city I have been discouraged from doing that as a library forum.”

Sample Description: Newly Trained Moderators

The librarians in our sample of newly trained moderators had experience working in libraries for about 6-10 years each. Neither had conducted a formal forum, but both expressed high interest in community outreach and engagement.

One said, “I like the concept, so that is why I agreed to get involved in it. On a more personal level, I do a lot of community organizing so it was kind of a fit. I really like the whole idea of advancing civic education and public participation.”

The librarians both came from the same library. The library was described by both as “very active in our community,” “very forward thinking,” “neutral and open to everyone,” and having “good funding.” The community that the library served was described in much the same way. It is highly engaged, “very education,” and “very much about change.”

Training Description

“I went to ALA midwinter in New Orleans in 2002 and took a pre-conference that Taylor Willingham did with someone from NIF on deliberative dialog. All the bells went off in my head: this is what we need to be doing.”

An important characteristic of the deliberative forums movement is its grassroots nature; the training programs are no exception. As such, our five interviewees had similar, yet not identical, training programs. Two of the experienced moderators were trained at American Library Association Mid-Winter Meetings in 2002 and 2003, respectively. This training took place in pre-conferences, spanning two days. The third experienced moderator was trained in two shorter, two-hour sessions in early 2002. The two inexperienced moderators were trained at their public library in 2006 over the course of two sessions: one full day and one half day.

Depending on the duration of the training, the composition varied significantly. The two librarians trained at ALA Midwinter meetings characterized their training as an introduction to the dialog process. One said that, *"It was sort of a good overview. However, it didn't give me any experience."* The other experienced librarian expressed a similar sentiment, *"When I went to Midwinter, it didn't really train me to be a moderator. It really just exposed me to the deliberative dialog process."* Both described their experience as primarily observational and experiential, watching and participating in mock-forums then discussing the process. One stated that, due to the large size of the training group (25-30), not everyone got to participate in the mock-forums as a moderator or note-taker: *"We just sort of had to see how people had done it and talk about it."* Since retrieving training at ALA, one has completed formal training with a local expert on the deliberative dialog process and the other has developed further skills by working with a local group conducting forums in the community.

The two librarians trained in November 2006 had a similar training experience. They described participating in two sample forums on "End of Life Decisions" and "Health Care." Both responded positively when asked about this approach, one stating that, *"getting to do it in action was probably the best way to teach it."* Their training differed from the ALA programs in two important ways, however. First, their training group was composed of ten or eleven librarians and also had 12 community members from various groups including a peace coalition, an urban renewal group, and an environmental planning group, as well as unaffiliated community members. When asked about the effect this may have had on the training, one participant responded, *"You know that kind of preaching to the choir kind of thing? It was more fresh and lively with diverse constituents."* Second, community members who were not involved with the training program were brought in to participate in the practice forums. This was viewed favorably as well: *"bringing a variety of people in brought diversity to the training, making it a much broader more dynamic training than if it was staff who were forced to go or the same people who always participate in community forums, etc."*

The librarian who experienced the abridged training, completed in two, short sessions had a different training experience. This participant described their training as more skills and technique centered, focusing on the *"whole process of how to moderate, how to handle difficult participants. Especially how to handle dominate ones, ones that couldn't get off their personal stories... different techniques like that."* This librarian also indicated that their library does re-training periodically, focusing on refreshing techniques and skills.

Despite the participants' different experiences, all summative evaluations of the training were positive. One characterized it as *"training to help people develop speaking and listening skills; learning how to moderate discussions will definitely get people to come to this."* Another, who was initially skeptical about attending the training, admitted, *"once I got there and experienced it and got trained I felt that it was a good thing for me to do as a librarian and for the library to do."* Another librarian, who had been searching for a way to get the library more involved with the community, told us, *"All the bells went off in my head: [I realized] this is what we need to be doing."*

Part IV: Outcomes Analysis

Introduction of outcomes

Based on collaborative analysis on interview data, we developed a total of 13 outcomes which were used to code outcomes derived from deliberative democracy forum and training. (See Appendix for the table of outcomes.) The outcomes were categorized into three main impacts including (1) impact on librarian, (2) impact on library, and (3) impact on community. In ‘impact on librarian’, we included five subcategories of personal changes which influenced their work and life. ‘Impact on library’ involved three subcategories of institutional change to see how the library benefited from having librarians who participated in deliberative democracy training. In ‘impact on community’, we used five subcategories of community wide changes described from the librarian’s point of view.

Each of following sections will describe those outcomes in detail with actual quotes from interview transcriptions.

Outcomes for Librarians

The candidate outcomes we identified for librarians include the following: attitude change, social networking skills, professional practice skills, and knowledge gains. These outcomes held for both experienced moderators and newly trained librarians, although some outcomes were more heavily weighed to one or the other.

Attitude change

Librarians indicated that, as a result of moderating forums, they experienced several attitude changes. These attitude shifts included changes in perspective on political issues, new understanding of how to engage in constructive discussion, sensitivity to community issues, and personal efficacy. This outcome was by far the most prevalent librarian outcome among librarians experienced in moderating forums.

“By the end of the day, I understood where the voucher people were coming from because of their circumstances. And that was the real rude awakening for me that I hadn’t even thought of it in that way. And I don’t know that I changed my mind but now I understand why people think that. You can’t come to conclusions based on ignorance. You have to consider all the different points.”

“One librarian had talked about never really having seen a process whereby you could work through a problem this way. It is a different way of looking at things. I think all of us have been impacted in the sense of finding a new way of talking about issues that is not about debate but about reaching consensus.”

Social Networking Skills

This outcome describes statements made by librarians that refer to the increased community connections and social capital in the librarian’s own social network. Social networking skills were indicated as outcomes of moderating forums and as outcomes of receiving training. Standard comments from librarians include “I get to know the community a little bit better” and “It’s helped me to get to know the community I was living in, both as a citizen and as a librarian.”

Additionally, the word frequency analysis revealed that the word *community* was mentioned the most by two out of five participants. Two other participants used the word *community* with high frequency.

Practical professional skills

Librarians indicated that moderating forums or participating in training helped them develop skills that have a direct impact on the quality of their work as librarians. One experienced librarian commented, “Those skills apply everywhere. They can be used all over the place.” This outcome, however, was much stronger for recently trained librarians in reference to their training. The following anecdote shows how each of the recently trained librarians used the deliberative training in other library programs.

“I think the skills they taught on how to moderate were fantastic. It has already impacted me because, for instance, when I did this program on Sunday. It was all about the need for peace and development in Afghanistan. In the discussion and answer period afterwards it got a little heated and I was able to keep everybody in control and really able to focus the discussion. I used, we looked at positives and negatives, and I had a list. I think I did a much better job of moderating that discussion than I probably would have had I not had the training. It has impacted me that way.”

“I do a lot of film screenings here, a lot of documentary films for teens and high school students. The last couple years we have done a human rights film festival. Instead of it ending and having people sit in their chairs listening to a speaker and raising their hands, I have taken the technique of taking that audience and divided them into groups and had everyone share a question they are wondering about. It kind of builds on dialogue rather than just having people express their opinions.”

Knowledge Gains

This outcome describes statements made by librarians that indicate new or broadened awareness of community and national issues. These outcomes were only connected to outcomes of conducting forums, not on receiving training.

“That’s what I really like. We help you understand what you are in. You can understand complex issues that you can’t understand yourself.”

“I get informed on various issues that I’m looking at.”

Outcomes for Libraries

The outcomes that had an impact on library include: (1) partnership building to other organizations, (2) enhance library positions, and (3) enrich library services. Each outcome is deeply interrelated and one of them can be a cause of the other. For example, a partnership itself might enhance the library positions and services, while enriched library services increases the number of partnerships.

Partnership building to other organizations

We identified that one of the institutional outcomes of deliberative democracy forum and training was their partnership building to other organizations. We found quotes in all five interviews that indicate that library staff works in conjunction with community organizations, agencies, or local government. One particular quote described how deliberative democracy forums helped the library to partner with a local non-profit organization. The library especially participated in civic engagement efforts by hosting the forums.

“It actually has helped the library to partner with so many different organizations. In fact last year,

United Human Services which deals with all the human services in the county and coordinating and research, they give an award each year for the outstanding organization that has made a difference in the community. ...One reason was the civic engagement efforts that we have been involved in."

Sometimes, local organizations asked the library for more active engagement when the organizations needed to apply deliberative dialog methods to their discussion process. In this case, the library benefits from having librarians who developed their deliberation skills as forum moderators. By creating this kind of partnership, libraries could use the relationship to become more sustainable organizations in the community.

"...the school board last summer wanted to have a forum dealing with different means of funding the schools...But I said as a private citizen who knows how to moderate forums and as part of a group that I'm now involved in that advocates deliberative forums, we would go ahead and lead the forum for them. ...the library is sponsoring a forum that has a direct impact on the schools and the city. We're looking at ways to attract younger families, young professionals to our community."

Interestingly, we found that partnerships were built not only by conducting forums but also by participating in training. According to an interviewee, half of the trainees were not library staff members, but a variety of people from the community with whom the library hoped to build a partnership. Therefore, even before the actual forums started, new partnerships were built among the organizations that engaged in the training session. One library extracted value from the training by developing a substantial relationship with a local organization as follows:

"...We've been having quite a bit of the [Organization] using the library for their programming quite a bit more and staff emailing back and forth. We invited them to attend a meeting last week. We were kind of looking at things for the future, so that was definitely strengthened. Definitely it put a face on people in the community that I had not met before and that was very important."

Enhance Library Position in the Community

Along with partnership building, we found a potential status change of the library in the eyes of community members and organizations. As a result of conducting forums, libraries were positioned in the community as real players in dealing with and addressing complex issues. Especially, the library has a significant role to play in the deliberative democracy movement, which is impossible unless it participates in the forums. Some particular quotes showed how librarians are excited to see the enhanced position of their library.

"We've been successful in that because one of the commissioners came to us last year and said we need some public input on a particular issue....We were really surprised that they actually approached us requesting help on that."

"I think it improves the image or bolsters the image of the library in the way that the community views us as a nonpartisan venue for discussing things."

Even if their library did not put any particular effort in enhancing its position, the interviewees felt that their libraries were shown to have greater potential than before. And one interviewee supposed that came by the power of word of mouth.

"The media or anybody, haven't come out and said, 'oh look at what the library is doing.' It's just

individuals in the community who then pass it on to other individuals. Word of mouth, I suppose.”

Enhancing Library Services

The last institutional outcome indicates that library programs, services, and resources were enhanced after they conduct deliberative democracy forums and its training. In addition to getting the library out to the community and bringing the community into the library, libraries were able to probe what their users really needed by developing forums around library services. One particular quote explained how a forum focusing on the senior population helped the library develop a plan for senior services. As a result, they found how to adjust their planning for an active senior population rather than one that needs a different kind of service, such as home bound services.

“Here’s the thing. The change is understanding the senior services. Because our senior services up until now is focused on people who can’t get to the library on their own.”

In addition to forums impacts that enable librarians to understand community needs, training session also sparked ideas for library programs. This outcome is related to the impact of training on individual librarians since library services are enriched by the librarians who have gained professional practice skills in the training sessions.

“It could be a springboard to other more informational types of programs and provide you with partners to work on those programs with.”

Outcomes for Communities

“I think it is a civics training for people to be more involved and get out there and make connections in their community.”

As the central purpose of deliberative forums is “help people find connections” and provide “common ground for action” to solve community problems, the community is the third area where we expected to see the impact of deliberative forums.⁵ In interviewing our three experienced moderators, we sought to find evidence of impact and discovered several outcomes for the community: (1) Bridge building between people, (2) Promoting civil atmosphere & dialog, (3) Improving participant's self efficacy, (4) Knowledge gains, (5) Developing deliberative skills.

Bridge Building Between People

One of the most important functions of deliberative forums is to act as a community meeting place where citizens can meet, deliberate, and exchange ideas. In the previous section, we discussed the role that libraries play in connecting institutions and organizations. Our interviewees all spoke about the role that forums play in bringing people into the library who would not normally be together and forcing them to interact through deliberation. As deliberation proceeds and common ground is eventually reached, participants find that they share interests, ideas, and ideologies that were not apparent at the start of the forum. Often, the bonds formed and subsequent actions can be more productive than the forums themselves. The most powerful example we discovered resulted from a forum that was dominated by a majority of participants sharing the same opinions. The stifled minority, however, bonded from the experience and went on to take positive action in the community:

⁵ “Texas Forums: Building Common Ground”, p. 18.

They have since gone off and started an organization in Worthington here called Sustainable Worthington. They are looking at different issues on, shall I say, the left end of the spectrum: getting a food coop, a farmers market year round, more parking for bicycles, and alternative transportation. This has actually become quite an active group around here in just the last 4 to 6 months. Actually, I'm going to be the liaison with that group and we're going to try to do some forums here.

Promoting Civil Atmosphere and Dialog

A key difference between deliberative dialog and debate is the promotion of a civil atmosphere. In the standard political debate that we see in congress and in our communities, ideological differences become the central points of confrontation, which each side seeking to invalidate the opinions of the others. Deliberative dialog, however, sees the differences that arise in a pluralistic society as points for facilitating understanding. As such, maintaining a civil character is crucial to truly democratic deliberation. Interviewees spoke about the key role they play as moderators as setting the tone for dialog and maintaining a civil atmosphere throughout the forums. They knew when they succeeded through, *"individual examples of the people after the forums coming up and saying I've never been able to express my point of view in any way."* Other examples include a forum on the Iraq War and a conservative man in a very liberal area: *"he had some views that were very different than other people in the room but the way that the process is set up, it was ok. He didn't feel threatened, he didn't feel that people were going to put him down."* If deliberative forums are to succeed in engaging the diverse populations that are necessary to bring legitimacy to the process, the cultivation of lively, yet civil dialog is imperative.

Improving Participant's Self Efficacy

Another function of the deliberative forums and the dialog process is to improve citizen trust in the community and faith in the Democratic process. Stated in the words of a recent trainee, forums *"should aim to help give people more confidence and help them see that people can change their minds when they have dialog. Maybe then people won't think that public processes are worthless."* Self-efficacy for participants is certainly difficult to measure, considering we did not interview any of them directly. However, one of our interviewees spoke of an individual who attended a forum, became interested in the issue and *"ended up running for school board and he's on the school board."* After election he continued to stay involved in the forums and later commissioned the library to do a forum for the school board.

Knowledge Gains and Attitude Changes

One of the many difficulties facing American democracy, as documented by Robert Putnam, is the phenomenon of "bowling alone." With the proliferation of new, smedia and personal entertainment, community bonds have become weaker as participation in public and community activities has waned. Compounded by our tendency to consult news and information sources that reinforce our pre-conceived understanding of an issue, the result is a public that is less informed about the world around it and more insulated from the issues facing their communities. By bringing together people of diverse backgrounds, deliberative forums serve as an agent to inform individuals of the issues facing their communities that they may not encounter on a day-to-day basis. One interviewee spoke at length of a forum held on race relations, a subject they described as *"not really something you usually go to a public meeting to talk about":*

There were a lot of Caucasians who came to the meeting and they didn't think that there was a problem because they never see it and they live in their own neighborhoods and don't really interact with a lot of diversity. So, we had a lot of comments after that that the forum really was an eye-opener because they didn't even know it was an issue. But then again, they never see anybody of diversity in their daily life so maybe they need to think about the broader scope.

This is a powerful example of the transformative capabilities of public deliberation and the ability of forums to function as institutions for civic education. “Every forum has people whose minds have been opened.”

Developing Deliberation Skills

As previously noted, the deliberative dialog, which is at the center of deliberative forums, is not the standard method of political communication in our society. Thus, deliberative forums also serve as training centers in the deliberative methodology. Our interviewees describe hearing that, while people's opinions may not have been changed through the deliberative process, “they have indicated a willingness to think about what that other person said.” This is an indication of skill development that can reasonably be expected to apply to participants' lives outside of the forum's context. An example of this application comes from state legislators who had previously participated in forums and requested assistance in leading a public meeting:

Instead, of everybody giving their five minute speech on what they want the state legislature to do, [they] mixed them up in different ways and mixed the legislators up with the general public and had them do some prioritizing, some pros and cons. They modified the deliberative dialog methodology, mixed people up and the outcome was that they identified eight different concerns of people and the kinds of solutions they were looking for.

Part V: Best Practices and Concerns/Recommendations

Best Practices

During our conversations with interviewees they identified, without direct questioning, a number of practices from both training and conducting forums that they found to be especially valuable. We intend to highlight these in this section, hoping they will prove informative to the wider deliberative forums community.

One experienced moderator spoke of the need to maintain the political neutrality of the library while dealing with the often divisive forum topics: “We didn't want anybody to think we were pushing one way or the other on the topics. We always have someone else moderate our own forums.” This contribution is important because forums, when done unilaterally, can create tensions with local governments responsible for funding libraries. Using other groups to moderate forums- and moderating their forums in turn- also increases the capability of the library to build partnerships with other organizations which we have seen has the potential to increase the status of the library in the community and enhance library services by resulting in additional or improved programming. Another experienced moderator also spoke of the benefits that working with other organizations had in developing his skills as a moderator: “I got to observe what they were doing. When they were co-moderating with me I got to see how they were doing the techniques.” All three experienced moderators discussed the benefits of re-training.

Despite not yet having held forums at their library, the two librarians who were recently trained also identified valuable practices concerning their training. Both suggested that they found value in training with other members of the public, as well as other librarians: one stating, *“I thought [the inclusion of the public] was very important... It really had more of a live, real-time feel.”* This is likely to have positive impacts on forums as well: if the community groups and the librarians have been trained together, it would be easier for them to work together to conduct forums in the future. Moreover, bringing in community members who are not part of the training to participate in practice forums should have two positive results as well. First, moderators should be more prepared to deal with real world situations that might arise over the course of a forum. Second, members of the public at large will gain exposure to the deliberative dialog process, making them more likely to participate in future forums as well as provide the library an instant connection to the public.

Concerns and Recommendations

In discussing the impacts of training and running forums, the librarians mentioned concerns and recommendations for both training to moderate forums and implementing deliberative democracy forums in libraries. The following is a compilation of the most salient of concerns and recommendations.

Training

When reflecting on their training, the experienced moderators expressed that the training did not provide ample practice or experience with moderating. The librarians felt that experience was crucial to learning how to moderate. One librarian said, “[The training] was sort of a good overview. However, it didn’t give me any experience. I think there were 25 or 30 people in the group so not everybody could take turns being moderator or recorder or anything of that sort. We just sort of had to see how people had done it and talk about it.”

Librarians did have strategies for overcoming this shortcoming of the training. One particularly important strategy was to maintain connections to local groups doing deliberative democracy forums (or something similar) and support networks of mentors for continued training. Other successful learning strategies included practicing lightning run-throughs of a forum (condensing a 2 hour forum to 10 minutes) and co-moderating with experienced moderators.

Of the librarians who recently received training, one commented that the training may have been better received had participants been aware of the different skills they would gain through the training. Understanding the value added through training, therefore, could help motivate learners.

Another concern raised by the recently trained librarians was understanding the big picture of deliberative democracy during the training. Specifically, many of the participants in the training did not feel informed about how forums move from discussion to action. Although the issue was discussed during training, the discussion was not adequate.

Forums in Libraries

In the same vein as the concern of training not addressing the larger impacts of forums, the recently trained and experienced librarians both expressed concern about the lack of community impacts of forums. One experienced moderator said, “We have the discussion and then very little gets done.

We're missing that step."

We believe this is an important issue to address, as one recently trained librarian said "And I think that's probably the one thing holding us back. If we're going to do this, people are going to what to know what can change." Inability to cross the bridge between discussion and action may be a considerable barrier to libraries embracing deliberative democracy forums.

Two recommendations for closing this gap were mentioned in the course of interviews. First, local issues, rather than national issues, need to be emphasized. The guidebooks put out by the Kettering Foundation only focus on national issues and are limited to just 3 subjects. Second, the tensions on librarians who are also taking on the role of moderator need to be addressed. Two of the experienced librarians believed they would be more involved in deliberative democracy forums—and specifically in trying to move the forum from discussion to action—if forums were allowed to use more time within the scope of their job.

Another concern shared by experienced moderators was the tension between being a librarian and being a moderator. As mentioned before, librarians simply do not have enough time outside of their normal duties to devote to planning, moderating, and following up on forums. Additionally, the nature of working at a library seemed to create tension. One librarian shared this example: "When we first started doing the forum library work, we had some flak from our County Commissioners. The library is a county agency and we get all of our funding from the county commission. They thought we had an agenda." Once the library (as this one did) does establish a reputation as a neutral ground for open discussion, the librarian still faces logistical constraints. One librarian indicated that working with the library's long timeline (6-8 months) for publicity planning clashed with the nature of promoting discussion of current events.

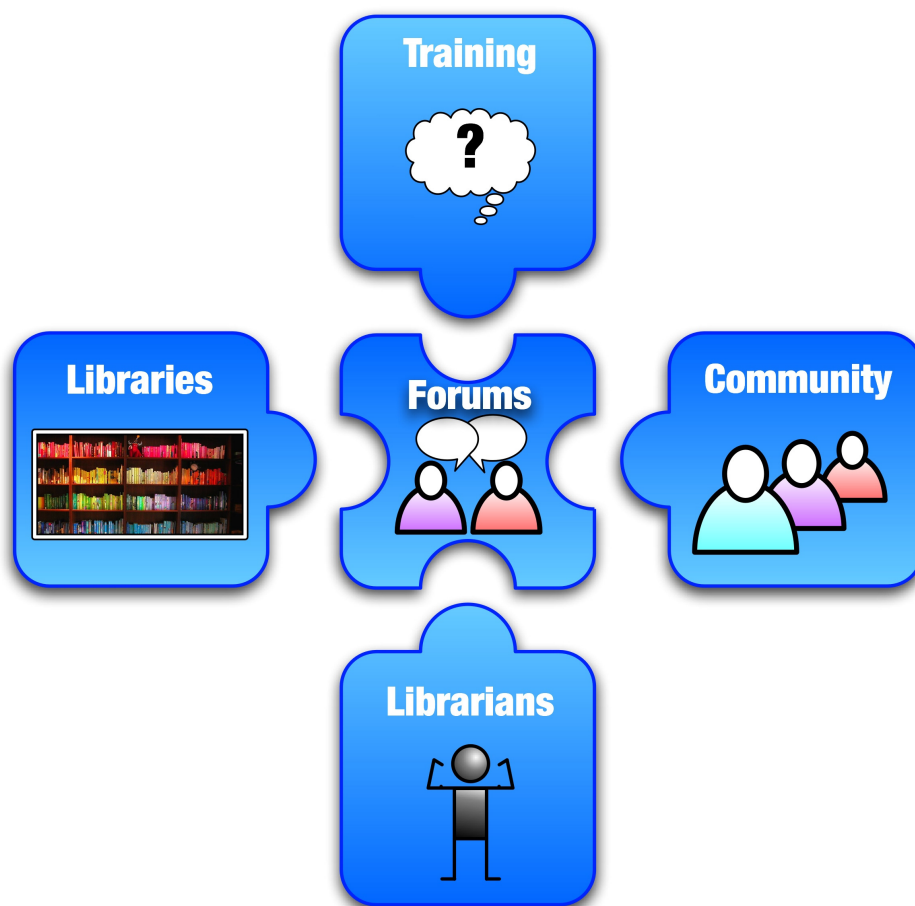
No specific recommendations were made for overcoming this tension between the responsibilities and roles of moderator and librarian. However, the experienced librarians still emphasized the value of librarians and libraries embracing deliberative democracy forums. One librarian suggested that if other organizations could prepare the resources and coordinate the forums, the library could then act as a good venue and information base.

Whatever the solution to the problem, librarians strongly agreed that the librarian's role is to be a part of the community, and that deliberative forums provide a good way to accomplish that. As one librarian put it, "The librarian needs to get out from behind that desk and they need to be part of their community."

Part VI: Conclusions and Recommendations for Further Study

Because this research is highly context based, examines only a small sample, and is constrained to the perspective of the research participants, it is not generalizable to all deliberative democracy forums and training programs. Instead, the in depth interviews yielded narrow yet powerful examples of candidate outcomes resulting from deliberative democracy training and forums for librarians, libraries, and the community. Librarians honed communication and interpersonal skills. They strengthened their relationships with patrons and community leaders. Libraries expanded their reach and improved programming. Libraries become a place of community connection and civic engagement. Community members found a voice for opinions and learned from others. Communities built common ground and understanding.

From these outcomes and the contextual factors associated with them, we can create a working construct of the connections between deliberative democracy training, librarians, libraries, deliberative democracy forums, and the community. In the graphic below, we use a puzzle metaphor to describe the interdependence of the elements within the deliberative forums ecosystem and demonstrate the connecting role that forums play. The effectiveness of the training is largely dependent on the librarians who receive it and the manner in which they apply what they have learned. The forums require multi-lateral coordination between librarians, libraries, and the community at large; their impact cannot be understood without this contextual information.



While we initially set out to evaluate the training outcomes specifically, we quickly discovered it was difficult to divorce the training from the contextual factors. These factors include the motivations, experience, and skills of the librarian; the atmosphere, dynamic, and resource base of the library; the support and engagement of the community; and the strength of the training. These are all represented as pieces of the puzzle. These elements are all connected through the forum, which plays the central role.

This graphic is an important representation of the impacts of training and forums because it shows the primary result of training and forums for libraries. That is, through involvement in deliberative democracy forums, libraries once again become connected to the communities they serve.

This graphic also shows the interrelated nature of the candidate outcomes of forums and training. A librarian who gains professional practice skills through deliberative democracy training is empowered. The forums she conducts will have a greater capacity to connect the library and the community.

A final conclusion from this graphic is that forums require contributions from more than just the library and its staff; community involvement is crucial. Support from local community organizations and from deliberative democracy organizations such as National Issues Forums is essential. When these entities collaborate with the library in providing training and issue guides, planning forums and topics, and reaching out to the community, then the forums can become a vehicle of community connection and strength.

Understanding the complex interdependencies surrounding deliberative forums is a valuable foundation from which to further explore deliberative democracy training and forums in the context of libraries. The candidate outcomes we observed also provide direction for further study. We recommend that future research focus on the training program itself. Field observations of training and the resulting forums would be especially helpful for illuminating the values and limitations of training.

Appendix I: Interview Guides

Experienced Librarians Interview Guide

Warm-Up

How long have you been working as a librarian?

What do you do at the library?

Can you recall when you first learned about deliberative democracy (or Issues) Forums?

Can you recall your training to become a forum leader? [If so] What characterized that training?

How many forums have you conducted?

Main Section

Why did you become involved in conducting deliberative democracy training forums? [probe] What did you hope to gain from it?

Can you provide an example of how conducting forums has had an impact on the work that you do as a librarian? [probe]: Can you think of another?

Can you provide an example of how conducting forums has had an impact on library services at your library?

Do you feel that conducting deliberative forums has had any impact on the relationships your organizations has with other agencies?

--->Probe: for example: Can you provide an example of a partnership formed as a result of holding a deliberative forum? How has this partnership benefited the library, the community, etc.?

Can you provide an example of how a forum has had an impact on a particular individual or group?

Can you provide an example of how a particular forum has had an impact on the community that your library serves?

Wrapping Up

How has your perspective on deliberative democracy changed as you have become more experienced in conducting forums?

How your perspective has on the role of a library changed as your institution has become more involved with deliberative forums?

How has your perspective on the role of a librarian changed?

How did your training prepare you for your role in conducting deliberative forums? Have you participated in additional training since receiving your initial training? How have you improved your mediation skills?

Is it possible for you provide us with the name of someone in the community to talk with about their experience with a forum?

Princeton Public Interview Guide

Warm-Up

How long have you been working as a librarian?

What do you do at the library?

What do like most about working in a library?

Main Section

Could you please describe your training for us? How were you trained? What did you learn? —

Why did you decide to participate in deliberative forums training?—>What did you hope to get out of it?

How has the training helped you? [probe] Can you provide an example of how the training program has had an impact on the work that you do?

How do you think the library will benefit from having librarians trained to conduct deliberative forums?

How will the community benefit?—>Can you provide an example?

Wrapping Up (distill?)

What do you see happening as the result of this training?

In the immediate term?

In the long term?

Appendix II: Outcome Table

| <u>Outcomes of deliberative democracy forum</u> | |
|---|--|
| <u>Impact on librarian</u> | <u>Definitions</u> |
| Attitude change | This code is used for statements that indicate that perspective or relationship based changes for library staff. |
| Personal efficacy | This code is used for statements that indicate that the librarians view themselves as actors capable of making a difference in their lives. |
| Social networking skill development | This code is used for statements that refer to the increased social community connections and social capital in the librarian's social network. |
| Profession practice skill development | This code is used for statements that refer to skills developed that have direct impact on the quality of the work as librarians. |
| <u>Impact on library</u> | <u>Definitions</u> |
| Partnership building to other organizations | This code is used for statements that indicate that library staff works in conjunction with community organizations or agencies or local government. |
| Enhance library position | This code is used for statements that indicate a potential status change in the library in the eyes of community members and community organizations. |
| Enrich library services | This code is used for statements that indicate that library programs, services and resources are enhanced. |
| <u>Impact on community</u> | <u>Definitions</u> |
| Bridge building between people | This code is used for statements that indicate that new relationships are established among forum participants. |
| Promoting civil atmosphere & dialogue | This code is used for statements that indicate open and comfortable communication about civic issues. |
| Promoting participant's self efficacy | This code is used for statements that indicate the participants view themselves as actors capable of making a difference in their lives. |
| Knowledge gains | This code is used for statements that indicate that the forum participants become aware of community and national issues or broaden their knowledge of these issues. |
| Deliberation skill development | This code is used for statements that indicate that the forum participants gain the communication skills necessary for deliberative dialog. |
| <u>Outcomes of deliberative democracy training</u> | |
| <u>Impact on librarian</u> | <u>Definitions</u> |
| Attitude change | This code is used for statements that indicate that perspective or relationship based changes for library staff. |
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Appendix III: Outcomes Library

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Context: Motivation to Participate

Since the mid 1980s, I had been a member of the League of Women Voters in Johnson County.. Then we moved to Overland Park and I really wanted to learn about how the city works so I was active and engaged in that. That was just a personal interest.

Yes. That would fall underneath the broad umbrella. We have an entire programming team here, people from several departments, so I oversee that team. As the head of that team, if we did something like a deliberative forum it will come underneath the program team. So that is how I inherited that when I took the commission in September.

One of the things, I guess, probably had a couple of goals. One goal was to get as many people on our programming team training in this because we only had two people who had had the training prior so that if we planned an event like this there can be multiple people involved to spread the work out or when we do a forum one of us will be bound to have a special interest in that area and be able to be the lead person on that. And then if we do have a forum we'll have several people right on staff so if we have to break out into smaller groups we'll have several people on staff training and ready to go. So that was one goal. The other goal was to try to make some community connections so if we are doing a forum if we do America's role in the world to bring in people from the Coalition for Peace and other organizations if we do one on the environment be able to bring in people from the Delaware Valley Green Way. To be able to rely on the local extensions that we did. So we tried to target groups that we thought if in the future we have a forum they might come in and be forum leaders, help with the promotion, help with the planning. Just to see if we could get a little bit of a grass roots movement going.

I heard about it because I was being sent to ALA midwinter in Philadelphia. I can't remember when that was. 2002, 2003? It was a pre-conference session on presenting forums or moderating forums.

To be cynical I got involved because somebody else didn't want to go to the training. So somebody said, You're going to this. And I didn't really want to do it at first.

You participate in some many of the discussion and the first six months actually a lot of people involved went to the whole series. You got to know what other people thought. It was just the natural next stage to learn how to do the moderating.

One is participating. I think that participation as librarian, civic engagement is extremely important. Second, it probably was an interest of mine. I was in the debate clubs in high school. I've always had that civic interest. In my case it helped me to really, that process helped there, because of the topic it really helped me to understand Kansas City better. It's a hard area to get to know in many ways. And

I've lived in a number of cities. This was the hardest one for me to get to know.

No. I already had that perspective before I ever got into it. It reinforced the perspective I already had about the importance of the library being engaged in the community.

A few years ago we received a grant to do these deliberative forums and a few years ago I went with one of my co-workers to the Midwinter meeting in San Diego for a day long training. So when we brought the training here, I was asked to be one of the participants. I like the concept, so that is why I agreed to get involved in it. On a more personal level, I do a lot of community organizing so it was kind of a fit.

I really like the whole idea of advancing civic education and public participation. I also like that we aren't going to get some canned speech from an expert or a consultant who is pushing an agenda. We can bring the information in and let the public be the experts and share experiences and reshape their own opinions.

Context: Level of Librarian Experience

OK, I've been working as a librarian since 1979, it seems like forever. I've been working at the Johnson County Library, I went to school at UCLA and went through their 2 year program. We relocated to Kansas City and I just started working part time. We had small children. And um, I started as an ILL librarian and eventually became deputy county librarian in the mid 1980s. JCL system is a suburban system, we have 21 cities and no central city. We serve a population of about 400,000 and we have 13 locations. We were doing a lot of growth in the 80s and 90s, I think we built about 9 buildings during that period of time. Then, in 2000-2001 I sort of shifted gears, building program was over and quite frankly I didn't want to build any more buildings. I really wanted to get back to public service so I became the Associate Director for Branches in 2001. And about that time we also did a strategic plan that really kind of revolutionized the way the library was going. A big part of that was civic engagement and that was my responsibility to make that happen. My director retired just this year so I have been named Interim County Librarian.

This fall will be 9 years.

My current job position is program coordinator slash technology training librarian. I do a little bit of everything. I started here as a reference librarian. Now I've been promoted to program coordinator. With program coordinator it's I still work a few hours on the reference desk, but it's largely booking in author's and musical groups. We do a lot of film series and all those sorts of things. We have a lot of just general informational talks. We do a series where we bring professors in from campus to talk to the community. I also coordinate all of the tech training, which is about 25 classes a month.

Reference librarian. 9 years working.

13 years in June. The KCPL I was hired to be the associate director for branch services and I did that until last March and now I am the associate director for strategic planning and community development.

I started working in libraries in 1998 and got my degree in 2001.

Teen services librarian

Context: Deliberative Forums Experience

We've been doing it on a more informal basis for several years now. This is just a way for us to extend and perhaps formalize it, if you will. We have two librarians who work in youth services who attended DD training, in Chicago I believe when the ALA was there at the pre-conference. These two librarians for several years now have run a multi-day human rights film festival, which includes deliberative forums as part of it. We show films on human rights issues and then there will be discussion and so forth following the films. So they were sent to that training to help assist them in running that film festival. We also have had a number of forums here at the library. Immigration forums where we have a variety of people from the community who have different perspectives on immigration to speak. So we have a history of doing these sorts of things. And this was just looking at a way that we can formalize and extend it.

I was involved in a project the Kauffman Foundation was doing with the City State's Report in this area and they had invited some community leaders in for a big Saturday thing and at that time I was introduced to some of the concepts because at that time they were working at identifying what were the issues in that city-states report and working to develop discussion modules. And I was part of that day. I was involved in many of the discussions and then I became a trained moderator in the Casey forums discussions. Since that time I've gotten more involved with that process and the Kettering foundation. In fact we've gotten funding from the Kettering Foundation to do a little research on some of the after things we put in on the Casey forums. And we've had some of our Consensus people trained out in Ohio. And then I continued to be a moderator on some forums for Consensus.

10 to 15. I also do book discussion. For 20 years I did a book discussion group for children's literature in New England. The book discussion techniques and the moderator techniques are very similar. Especially when you ask the provocative questions that gets the discussion going. Actually you'd be amazed. Jennifer Wilding writes most of the discussion guides we use and she really writes some good ones.

I got very engaged in what was going on with the city-states reports and the Casey forums and it was just the next stage. You participate in some many of the discussion and the first six months actually a lot of people involved went to the whole series. You got to know what other people thought. It was just the natural next stage to learn how to do the moderating.

Context: Forum Description

Since the mid 1980s, I had been a member of the League of Women Voters in Johnson County.. Then we moved to Overland Park and I really wanted to learn about how the city works so I was active and engaged in that. That was just a personal interest.

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A few years ago we received a grant to do these deliberative forums and a few years ago I went with one of my co-workers to the Midwinter meeting in San Diego for a day long training. So when we brought the training here, I was asked to be one of the participants. I like the concept, so that is why I agreed to get involved in it. On a more personal level, I do a lot of community organizing so it was kind of a fit.

I really like the whole idea of advancing civic education and public participation. I also like that we aren't going going to get some canned speech from an expert or a consultant who is pushing an agenda. We can bring the information in and let the public be the experts and share experiences and reshape their own opinions.

Context: Training Description

Lots of discussion around issues. When we did our strategic plan in 2000 and I was given the assignment of the Civic Engagement part of it, I was really trying to figure out what does that mean and how do we go about doing it. I went to the local League and they had their things all set up. They had their structure and we really weren't going to fit into that very well. I went to ALA midwinter in New Orleans in 2002 and took a preconference that Taylor Will did with someone from NIF on deliberative dialog. All the bells went off in my head: this is what we need to be doing. And so then I came back and about the same time our city in Kansas city and our newspaper had hired a couple of consultants to do what they call a City States report. They do an intensive interview and survey and try and identify what the big issues are that is a problem and concern for a community and what should be done around that. They took those articles and developed forums around five of the topics and developed a local foundation that created issues guides. The NIF people came in and did the training around that. First forums were held in 2002 around those five topics.

When I went to midwinter, it didn't really train me to be a moderator. It really just exposed me to the deliberative dialog process.

When I came back home I did a formal training with Sandy Hodge out of the University of Missouri extension. She has done extensive work with forums. It was very, I have been to a lot of mgmt. Classes on facilitation, planning, group process but it was really focused on how you keep it on track, how you keep people from closing their options, how you keep them listening well, not dominating

conversation. All of those kinds of thing to keep your eye on the end prize. You are going to be thrown all kinds of punches from the left and right.

I took over as program coordinator in September so really I'm still getting my feet wet. I took over and basically had three months to get the training put together here at our library. That in itself took up an enormous amount of time, at the same time I was organizing for Robert F. Kennedy, Jr. to speak. That was in and of itself a great forum with questions and answers. We had a whole lot of programming going around that in the fall. So once we finished that in December we all needed a little bit of a breather.

What we did here as the training at the library. We did do two sample ones here and I helped lead as part of the training that we were receiving.

We had the two trainers :Nancy and Taylor. We did the shortened version of it. Originally we were going to do the longer version but what we were finding was that people couldn't commit to that many days so we weren't getting anybody signing up. So we shortened it down to...I think went from 1 to 9 the first day and then we went the following half day. So we went for the really condensed version of it just because of the time frame. So the training was about half staff members, 10 or 11 staff members and then we had 12 people from the community that we pulled that we are still hoping to partner with. We had people there from the Princeton Coalition for Peace. A really interesting group from Trenton, which is trying to look at urban renewal, an informal group down there that are looking at things and doing forums on urban renewal and helping to save the Trenton inner city core. People there from the Green Way [?] who are interested in some point in the future doing a deliberative forum around the environment. The Delaware Valley Green Way they're called. So we did try and pull in a variety of people and we just had some interested citizens there as well. So the training was really good. I felt that we probably would have benefited from having the longer training because some of it did feel rushed but that was no reflection on Nancy and Taylor, it was just how it had to be done. It was a very positive experience, especially the practice forums were the best, getting to do it in action was probably the best way to teach it. For both the practice forums we brought in community members who weren't part of the training who came in to be extra bodies so we could have a real mock forum. They're people who are part of our Socrates Café that meet here and they're probably going to be involved with the first forum as well.

We started out and they welcomed us. The first thing we did was the forum. I think it was either terrorism or America's role in the world. We participated in it first and that was two hours or so. After that, we broke it down for the rest of the day and looked at how it was moderated and how the issues were framed and things of that sort. It was a day and a half. It was technically two days. 9 to 9 on one day and 9 to 4 the next day.

It was sort of a good overview. However, it didn't give me any experience. I think there were 25 or 30 people in the group so not everybody could take turns being moderator or recorder or anything of that sort. We just sort of had to see how people had done it and talk about it. What probably helped in terms of training was that when I was off at the training I called back to the library and the person who sent me said, Oh I'm so glad to hear your training is going well because we've scheduled a forum for you in the next few weeks. Something like that. So all of the sudden I had to do it myself and I had help from a group that is here in Central Ohio, the Council for Public Deliberation (CPD). They try to promote forums but they also try to promote training in deliberative democracy techniques. And some people from CPD came and I think they did one of the topics for me, so it was a three-approach topic that we were doing. So I did approaches 1 and 3 and somebody from there did number 2, so I was able to see what they were doing. Eventually they wanted me to come back to their group and now I'm not the board of the CPD. Which is probably why I do more forums than a lot of people.

I got to observe what they were doing. When they were co-moderating with me I got to see how they were doing the techniques. Plus before some of the forums that they were going to be doing, they would run through and do a sort of lightning run through. If you can run through an entire forum in 10 minutes and try to anticipate, here's how we move from one approach to the next, and here are something the questions that we think will be asked, and responses that might be given. And sort of run through it and then, sort of a microcosm of what you would experience over 2 hours with the forum. So if you can do the first approach in a minute and a half in that setting, then you just let more people talk and interact with one another. The basic structure is the same. I think working more, framing issues, has been the greater challenge. Down here on our public radio station we have a guy who does 2 hours of talk and he is either interviewing people or having an open line, which is essentially an open forum. And he's very good at being a neutral moderator and questioning people. So I listen to him, too, and get pointers.

It was done under the national issues forum model of training and Taylor Willingham was very much involved in that training as were a couple of other people. And that was training on the lines of moderate along the lines of how the national issues forums uses the moderate process. That was two or three months later. It was probably 2002.

We had a couple of couple hour sessions. And then we've done, occasionally have done, retraining, refreshing retraining.

The whole process of how to moderate, how to handle difficult participants. Especially how to handle dominate ones, ones that couldn't get off their personal stories. Different techniques like that.

The first issue we worked on was end of life decisions. The second one was about health care. One of the things that I thought and a lot of people remarked on was bringing a variety of people in brought diversity to the training, making it a much broader more dynamic training than if it was staff who were forced to go or the same people who always participate in community forums, etc.

You know that kind of preaching to the choir kind of thing? It was more fresh and lively with diverse constituents. I thought people were very forthcoming, bringing elements of personal experience into the process. I thought that was very important... It really had more of a live, real-time feel. It put everything on the table.

They told us at the beginning that we were the experts and there were no authorities present. You are going to learn from each other so that maybe you are thinking about issues in new ways based on what you heard and learned.

I suppose you could have a situation where people might arrive with an agenda and try to get buy-in on their agenda. I think it should be more about using people's experiences to talk about issues rather than using it as a decision-making tool for municipal government. By taking something and defining a topic, it is less about a decision than learning to come together and have a conversation and understanding how valuable that can be?

this is training to help people develop speaking and listening skills, learning how to moderate discussions will definitely get people to come to this.

The whole thing about it that it is an equal and level playing field is a really appealing, valuable thing.

Context: Library Atmosphere

We can get the bibliographies done, we can get the linkages to the web sites, we can help people come together, we can provide the space for it and hopefully we can be part of the team that plans the event. So I think we have a very strong role to play but I don't think that we have the kind of resources to be the main convener of all this in a metropolitan area.

Living in Princeton, it's a very educated community, and it's very much about change. And I think that's probably the one thing holding us back. If we're going to do this, people are going to want to know what can change. We keep going back and forth, maybe we want to start a forum on a local issue. But then there's no guidebooks and no proscribed program and that's a little scary.

I'm not sure that really changed my opinion. That might be because of the library where I work. We've always been a very active library in our community and in our programming. We're a very forward thinking library. For several years now we've had a human rights film festival, we had forums on immigration, we have asked the lawyer where people can get help with immigration issues. I think in terms of knowing the diversity of programming and outreach and how a library can impact the community, I've been very lucky to work in a library like this to realize what it is a library can be and act as a catalyst in the community. I think in terms of that, I don't think it really changed me personally. Although I can see if this is going into smaller communities that haven't begun a lot of programming or community outreach services that this might really be eye opening for libraries, more

rural libraries or less funded. We have good funding here.

I always start out the forums saying that we're not here to advocate any given position on a topic, we're just here to provide a venue for discussion of the topic. And that seems to have been received well by various facets of the community. I think there are a lot of people who come in thinking, Oh the library must already have a stance on this. And they leave thinking, Oh it's great that the library provides this service because my particular point of view never gets heard.

In the past it hasn't because when I have tried to do a forum that is really an issue that belongs to the board of education or the city I have been discouraged from doing that as a library forum. I have, however, just done the forum for the other organization.

It's not, basically. Because we aren't really into it. Everything I do with it is through Kansas City Consensus.

I've just not pushed them enough on it. Our marketing departments been in flux and you really need marketing backing. Also we could use the Kauffman foundation. We were doing the most big ticket ones with Consensus. And Donna was doing the smaller kinds of ones. I had mentioned it. I don't like to force things, I like to illicit interest.

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You can attract people to come to the facility. It is in line with other things that librarians do: providing people with resources and collecting resources and putting them together in a way that makes them accessible. In any typical program, you can find somebody to come out and facilitate discussion. In all of those ways, it is kind of a good fit for a public library. Also, the library is neutral and open to everyone. I guess the other institution I could see doing this would be a college. In a modified forum it could

Because we are an institution that regards people's privacy, I see us more in a client based relationship.

Outcomes: Librarians: Attitude change

I used to listen to the news, read the news, look at the world around me, and form my own opinions. But now I start thinking: what would other people think about this issue or why is it that other people think the way they do. It makes life more complicated.

I think I'm both a little more inspired and a little more jaded. I'm very happy when I see people who are doing it for the first time. They come in and say, hey this is a great idea, we're so glad we've had a chance to talk and to listen. So that's the inspiring part. The jaded part is when I get people who are only in forum to make a point and aren't there to listen. So it's a two-edged sword.

There are so many other aspects of my job that cause me to think of what is changing in librarianship, that the forum is actually one of the things I hold on to as a traditional service and a way that I can serve the public when other parts of the profession are crashing down around me.

I'll give a personal one for me. One of the things in the city-states report, and one of the things it's like the secret of Kansas City the well-known secret. Everyone's very polite, but racism is a strong undercurrent. The racism forums I participated in two, I took notes. It just increased by sensitivity to the whole thing and really has me fully understanding white man's privilege, with we all deny exists. That particular topic had that effect on me.

Outcomes: Librarians: Personal efficacy

I really think that the library is a good mechanism for that. I find that it is a really healthy thing to do and it makes me feel that, somehow or another, we are really making a difference to help democracy work.

Well, I think the librarian needs to get out from behind that desk and they need to be part of their community and they need to connect in a multiple number of ways and they need to take a stronger role in the community. I think we've undersold ourselves for years. We work in information all the time, a lot of us have masters degrees and we should use that. We are connectors in the community and I don't think we do enough of that. We need to join the rotary and these other groups so we are aware

of the conversations as they are happening so we can connect all those things. I think that librarians have not been pro-active enough.

Outcomes: Librarians: Social networking skills

And I get to know the community a little bit better certain members of the community better. But it doesn't necessarily impact my job.

It's helped me to get to know the community I was living in both as a citizen and as a librarian. The two roles in my mind are very mixed. I always live in the cities in which I work

Outcomes: Librarians: Professional Practices

Skills

Sometime we use the pros and cons approach on problem we are having within our own library. It really helps you figure out how to make something work, how can I make a discussion go somewhere. When I've been on other committees and other organizational boards, you know, those skills apply everywhere. They can be used all over the place.

And I liked the concept of the moderating skills. I had taken some training as a facilitator and I was fascinated at the difference. When I first started doing the discussions I thought of myself as a discussion facilitator and I realized in the moderator process it was really moderating not facilitating. Facilitating always an element of it, but it's the moderating. Being able to nudge to keep the discussion going and handle the crowd and on and on and on, but to get some probing deeper and some of those other things. It was just a natural step for all aspects of my life, to take the next step.

It's given me the skills to not let the group get bogged down, to keep things going. Not worry about silences while people were thinking.

Outcomes: Librarians: Knowledge Gain

We also did a forum in 2006 with our Public Television where we talked about outsourcing and how it affects our local economy. We had three panelists that came in and spoke, experts I guess you might say. One of them was very serious economist from the federal reserve bank in town. Another was a business owner who works to help other businesses outsource their IT functions. The other was a lady from the University of Missouri Kansas City. They have a labor institute so she really represented unions. It was just a wonderful conversation because its such a hard issue to understand and lots of people are affected by it because we had laid off people, union people, students, and a great mix of people brought together. Hearing all the different parts of it. There is no real good solution, its just a process we are in. Thats what I really like. We help you understand what you are in. You can understand complex issues that you can't understand yourself.

I get informed on various issues that I'm looking at.

If I go back to the one I did for the board of education, they looked at different funding mechanisms and they were able to use the, several of the school board members were at the forum but not participants. They were just there to observe. And listening to people they were able to come up with a new, a new s strategy for funding that was able to be passed by the voters. They sort of used the forum as a focus group to help them with the ballot initiative. Because it had been defeated twice before that.

In my case it helped me to really, that process helped there, because of the topic it really helped me to understand Kansas City better. It's a hard area to get to know in many ways. And I've lived in a

number of cities. This was the hardest one for me to get to know.

Outcomes: Libraries: Partnership building to other organizations

We are doing that with a bunch of other folks from around the city who work in science education and our local public television station and they are going to put on an hour of some kind of PBS programming on a topic and then broadcast a forum. We will be doing a follow-up forum at the library. If we get through that, it will be a minor miracle.

It actually has helped the library to partner with so many different organizations. In fact last year, a local non-profit organization called United Human Services which deals with all the human services in the county and coordinating and research, they give an award each year for the outstanding organization that has made a difference in the community. They gave that award to the county library last year. One reason was the civic engagement efforts that we have been involved in. We really feel like it has positioned the library in the community to really be a player in dealing with and addressing complex issues.

For instance the school board last summer wanted to have a forum dealing with different means of funding the schools. And the library administration didn't really want to get into that, didn't want the library to be associated with it. But I said as a private citizen who knows how to moderate forums and as part of a group that I'm now involved in that advocates deliberative forums, we would go ahead and lead the forum for them. Having said that, coming up in a couple of months here in May, the library is sponsoring a forum that has a direct impact on the schools and the city. We're looking at ways to attract younger families, young professionals to our community.

They have since gone off and started an organization in Worthington here called Sustainable Worthington. They are looking at different issues on, shall I say, the left end of the spectrum: getting a food coop, a farmers market year round, more parking for bicycles, and alternative transportation. This has actually become quite an active group around here in just the last 4 to 6 months. Actually, I'm going to be. I have become the liaison with that group and we're going to try to do some forums here. I'm not sure if they are going to be library sponsored forums or just forums that we will be doing with their group on the most recent Kettering Foundation book the one on energy. We'll be using that. They're also quite active, or interested, rather, in this rejuvenating Worthington forum we'll be doing in May.

Forums in the library had any impact on library's relationship with other organizations

The one example of the forum in the library is the senior services one. I think it strengthens our knowledge of the service providers in that community. She had mostly worked with the recreation directors and we widened it out and got some other people involved. They really brought some good

insights. It made a whole bunch of good contacts. Well worth it.

Made us more knowledgeable in the kinds of services we're providing and in the planning for the future. It also connects them up to what we're doing. They weren't always aware of what we had to offer currently, let alone about what we were offering in the future. So it was a two-way thing that comes from that. The first thing that happens is education back and forth.

Outcomes: Libraries: Enhance library position in the Community

We've been successful in that because one of the commissioners came to us last year and said we need some public input on a particular issue that is better than the public hearing process where nobody shows up and if they do they are usually sort of crackpots or it's just the same people that always show up to everything. We were really surprised that they actually approached us requesting help on that.

Well, I think it's even stronger that the library has a very significant role to play in the deliberative democracy movement.

I think it improves the image or bolsters the image of the library in the way that the community views us as a nonpartisan venue for discussing things.

We haven't really, the media or anybody, hasn't come out and said, Oh look at what the library is doing. It's just individuals in the community who then pass it on to other individuals. Word of mouth, I suppose.

Outcomes: Libraries: Enrich library services

An area hospital approached us because they wanted to get some information out to the public and they wanted to reach out into the community to talk about end of life decisions.

I have moderated some forums for the library. We wanted to take a look at how we were doing senior services so we put together a forum and I moderated the session (and developed questions). I'm getting ready to get another one. So you see how I can bring it home to do some things with the library using public. In addition to the civic engagement aspect of getting the library out to the community and bringing the community into the library it's got some other practical aspects to the library. Useful kinds of the things. Being able to develop forums around library services, to probe what our customers are really interested in.

The senior services one where we had a few seniors in there and some senior service providers helped us begin to develop a plan for how we're going to strengthen our services to the senior population. Also our library is involved in the partnership that has been formed: KC One Voice. That has deliberative discussion as an aspect of it. The senior services hasn't changed because they haven't finished the plan. Here's the thing. The change is understanding the senior services. Because our senior services up until now is focused on people who can't get to the library on their own, people who have been retired for a few years. That's what we were going for. How do we adjust our planning for an active senior population rather than one that needs a different kind of service, while still maintaining the other one. One that's totally mobile and one that's home bound.

Outcomes: Community: Bridge building between people

We had a couple people who were libertarians. And then all of the sudden we had six or eight people, all from the central Ohio libertarian group. And they, at some times, have sort of taken over the forums. That is, if I only have 12 people there and 8 of them are libertarians, they're all espousing the same point of view on economic and political issues, and it doesn't lead into a great discussion. So it has, I think, emboldened them and it gives them a chance to meet and to talk and I think in a sense organize themselves a little better and have more of a public voice.

Outcomes: Community: Promoting civil atmosphere

He had never felt as comfortable because he was a very conservative person and we were discussing whether we should go to war and how we should wield our power in the world and whether we should police the world and support developing democracies, etc. And he had some views that were very different than other people in the room but the way that the process is set up, it was OK. He didn't feel threatened, he didn't feel that people were going to put him down.

Just through individual examples of the people after the forums coming up and saying I've never been able to express my point of view in any way.

There are participants who have been inspired to go on and form their own.

Every forum has people whose minds have been opened. The forum thing is, even if you stay with your way of thinking, the forum forces you to listen to somebody else's thinking. The basic thing that I've heard in forum after forum in the reporting out as well as people saying it, is the fact that they're really heard what somebody elsewhere it may not have changed their mind, they have indicated a willingness to think about what that other person said. In a debate situation that doesn't happen people get even stronger in their viewpoints in a debate situation. That to me is a major advantage of the

forum concept.

Outcomes: Community: Promoting participant's self efficacy

Some. One person, I think, he ended up running for school board and he's on the school board. That's how we ended up doing the forum for the school board. A lot of the people who've attend the forums are already fairly active in the community. So it would be hard to say that the forum has caused anything, but just another means by which they can be heard or move an issue forward.

Outcomes: Community Outcomes: Knowledge Gains

Another time we had a discussion on race relations and we had a good mix of people there. There were a lot of caucasians who came to the meeting and they didn't think that there was a problem because they never see it and they live in their own neighborhoods and don't really interact with a lot of diversity. So, we had a lot of comments after that that the forum really was an eye-opener because they didnt even know it was an issue. But then again, they never see anybody of diversity in their daily life so maybe they need to think about the broader scope. We have a lot of different nationalities in the area and its not really something you usually go to a public meeting to talk about.

Outcomes: Community: Deliberation skill development

For instance, I participated in public meeting with state legislators. I went with a group and we provided the moderators and the recorders. Instead, of everybody giving their five minute speech on what they want the state legislature to do, we mixed them up in different ways and mixed the legislators up with the general public and had them do some prioritizing, some pros and cons. They modified the deliberative dialog methodology, mixed people up and the outcome was that they identified eight different concerns of people and the kinds of solutions they were looking for.

Training Outcomes: Librarians: Attitude change

By the end of the day, I understood where the voucher people were coming from because of their

circumstances. And that was the real rude awakening for me that I hadn't even thought of it in that way. And I don't know that I changed my mind but now I understand why people think that. You can't come to conclusions based on ignorance. You have to consider all the different points.

I know that the actual forums that we cover brought up a lot of issues. One librarian had talked about never really having seen a process whereby you could work through a problem this way. It is a different way of looking at things. I think all of us have been impacted in the sense of finding a new way of talking about issues that is not about debate but about reaching consensus. Our model, one of our most popular groups here is the Socrates Café, but that really is debating things. I think it's nice for us to have a different model to look at and work with the community.

For me, personally, in preparing for the training and preparing to organize the training, it helped me a lot. I'm a Canadian citizen: it's not that Canada's not a democracy. It got me looking a little deeper on some of the issues.

Training Outcomes: Librarians: Social Networking Skills

Definitely it put a face on people in the community that I had not met before and that was very important.

Training Outcomes: Librarians: Professional Practice Skills

I think that probably the biggest help right now is for the librarians who are planning the human rights festival. They attended the training for a second time and they said that it had been updated and it was a good refresher for them as they're planning it. This past Sunday, I've gone ahead and booked a lot more things for the library like we had a program on Afghanistan on Sunday and brought in a professor from the university. Afterwards we had an hour long community discussion on it. It was not a deliberative forum but it was.

I think the skills they taught on how to moderate were fantastic. It has already impacted me because, for instance, when I did this program on Sunday. It was all about the need for peace and development in Afghanistan. In the discussion and answer period afterwards it got a little heated and I was able to keep everybody in control and really able to focus the discussion. I used, we looked at positives and negatives, and I had a list. I think I did a much better job of moderating that discussion than I probably would have had I not had the training. It has impacted me that way.

Even if it's not us doing a proscribed forum as set forth, we do have other venues or programs where we, the librarians, are leading the way in discussions about important issues. I think any sort of training

you can have integrates into you being a better public speaker, into being a better leader. You never know when something's going to kick in, where you're in a situation where you need to remember how to get people back under control, back on focus or back on topic. I think the DDF training did all that.

I do a lot of film screenings here, a lot of documentary films for teens and high school students. The last couple years we have done a human rights film festival. Instead of it ending and having people sit in their chairs listening to a speaker and raising their hands, I have taken the technique of taking that audience and divided them into groups and had everyone share a question they are wondering about. It kind of builds on dialogue rather than just having people express their opinions... I really think there is something to these people sharing their personal anecdotes and their personal experiences that has a lot of meaning.

Training Outcomes: Libraries: Partnership Building

We've been having quite a bit of the Princeton Coalition for Peace using the library for their programming quite a bit more and staff emailing back and forth. We invited them to attend a meeting last week [?]. We were kind of looking at things for the future, so that was definitely strengthened. Haven't heard very much from the Green Way either. That's partially a function of myself just being overwhelmed with everything else that I'm doing here.

There is a relationship there and trust established. I think that by doing these, one of the benefits is that people feel more connected to their library.

Yes! (emphatic) Well, I know from myself that we really do a lot of networking with other organizations: co-sponsoring programs, sharing resources, etc. It is like a big family sort of thing. So yeah, I think it does reinforce that. For example, if we do a forum and somebody comes over from another organization, you get to know them a little better.

Training Outcomes: Libraries: Enhance Library Position in the Community

So we're trying to incorporate, getting a lot more things into our program going. We had this series on Race: the Power of Illusion. We're bringing in moderators from the community. So what we're doing right now is trying to bring up our image in the community as a place where you can come to discuss these issues. And then building up to this fall when we actually hope to launch a forum, following the guidelines.

It will really help plant in people's mind that the library is not only a place to get information but a place to talk about issues and topics in a safe and comfortable environment without, where everybody's opinion is heard in a safe way. That's an important function. Everybody has a right to be heard in a library. It's a safe place to do it.

Training Outcomes: Libraries: Enrich Library Services

It also sparks ideas for other programs. It could be a springboard to other more informational types of programs and provide you with partners to work on those programs with.

Training Outcomes: Libraries: Promoting Civil Atmosphere

Once we get going, because it's only been three months, it'll really solidify our place in the community as a community center. And that's really what we strive to be here. A catalyst in the community sometimes for change and also to be like to call ourselves the community living room.

I mean, there is something valuable when you get into a public setting... and you have this time for people to start having these conversations beforehand... when you start to share a little bit more of people's own experience, then when they come out with a statement, you are more likely to be understanding... there is more human connection.

If you are asking me whether I think this kind of project should happen in libraries more often, my answer would be yes. But I would prefer it to be where it is more of an academic exercise rather than engineered to reach consensus. But, if by people participating in these things and getting variety, meeting new people, feeling more comfortable expressing their opinions, if it makes them better citizens to go out and participate in those public processes for real issue in their communities then I definitely think it is valuable.

I think it is a civics training for people to be more involved and get out there and make connections in their community. I think the training should aim to help give people more confidence and help them see that people can change their minds when they have dialog. Maybe then people won't think that public processes are worthless.

Recommendations

The problem is that there needs to be some sort of entity in the community that can react to topics as

they come up. The library often has difficulty coming up with the resources to respond quickly. It needs to be some sort of nonprofit in the area that does the coordination and gathers the resources.

We come together for a day and do this forum, but where is the larger impact in society? How does this actually move to action? So we might come up with this list of things that can reform healthcare, but is this actually going to inform and move to action? The trainers addressed that at the end and how things are being collected and so forth, but sitting there it's like, okay, but where's the impact, where's the bigger picture? If that had been explained more up front it might have been better.

I see a harder one with the National issues one, because we could come up with the greatest solutions for healthcare but is anyone at the levels of congress going to listen? Right now we're having a problem in town with them wanting to put trucks on one of our main roads. So if we had a forum on access to our roads or on traffic in town, and we had a forum to frame this and to go back to our local mayors and town councils there I see. I can make that connection. So I think being training on how to be a forum so that we can have some sort of community consensus on development or planning or parking or whatever the issue is locally, there I could see having a lot more impact than some of these broader national issues about America's role in the world. Although I think they're important to discuss and be educated about and I think it's important for people to see both sides and that part was explained. That sometimes you just give people a broader understanding and I'm all about educating. But the reality is that people will say at the end of the day, did our decision impact policy? And I heard that from several participants. They were still unclear of where this was going to impact nationally. We could see at the local level even the state level we could see making an impact. A little bit of cynicism of us feeling like we can make any impact nationally.

Living in Princeton, it's a very educated community, and it's very much about change. And I think that's probably the one thing holding us back. If we're going to do this, people are going to want to know what can change. We keep going back and forth, maybe we want to start a forum on a local issue. But then there's no guidebooks and no proscribed program and that's a little scary.

Went through contact list of people used for different community forums and events held here over the years. I think we sent out 40 letters inviting people to attend. We didn't get anybody replying. We started calling a few people we knew better. They loved the idea but couldn't be away from the office for 3 days. Then we said well what if we did the shortened version and they said, yeah count me in. We were able to have 12 or 13 community members there along with our staff.

I wish I did if I could, on a Tuesday night spend two hours on the forum and then on Wednesday morning spend four hours typing up the results. I think it'd be great and then I could give them to people. But usually the next morning I'm busy getting caught up on the time I missed from being the forum leader.

Instead what I've been trying to do is either find things that are timely for the public. For instance in the fall I will often do forums on the ballot initiatives that are coming up and we can talk about that. Not really a great thing to do a forum on, but I think I also need to find issues that have some

resonance with different groups. So I might take the Sustainable Worthington group and talk about the energy forum. Or I might try to find the Healthy Worthington group and talk about childhood obesity. So I need to try to match the group to the topic in order to get some people out who actually want to have a decent discussion on a topic. If I can continue, I don't know if this fits in to your questions, but having a forum on an up or down issue is not very good. So, do you support the minimum wage or don't you support the minimum wage? Doesn't lend itself to deep thinking in a forum. What I usually try to do is, what are the issues behind a ballot initiative? Can people survive on minimum wage? Or should the government be telling businesses how much to pay their employees? You have to go for the reason behind the question.

It was sort of a good overview. However, it didn't give me any experience. I think there were 25 or 30 people in the group so not everybody could take turns being moderator or recorder or anything of that sort. We just sort of had to see how people had done it and talk about it. What probably helped in terms of training was that when I was off at the training I called back to the library and the person who sent me said, Oh I'm so glad to hear your training is going well because we've scheduled a forum for you in the next few weeks. Something like that. So all of the sudden I had to do it myself and I had help from a group that is here in Central Ohio, the Council for Public Deliberation (CPD). They try to promote forums but they also try to promote training in deliberative democracy techniques. And some people from CPD came and I think they did one of the topics for me, so it was a three-approach topic that we were doing. So I did approaches 1 and 3 and somebody from there did number 2, so I was able to see what they were doing. Eventually they wanted me to come back to their group and now I'm not the board of the CPD. Which is probably why I do more forums than a lot of people.

I got to observe what they were doing. When they were co-moderating with me I got to see how they were doing the techniques. Plus before some of the forums that they were going to be doing, they would run through and do a sort of lightning run through. If you can run through an entire forum in 10 minutes and try to anticipate, here's how we move from one approach to the next, and here are something the questions that we think will be asked, and responses that might be given. And sort of run through it and then, sort of a microcosm of what you would experience over 2 hours with the forum. So if you can do the first approach in a minute and a half in that setting, then you just let more people talk and interact with one another. The basic structure is the same. I think working more, framing issues, has been the greater challenge. Down here on our public radio station we have a guy who does 2 hours of talk and he is either interviewing people or having an open line, which is essentially an open forum. And he's very good at being a neutral moderator and questioning people. So I listen to him, too, and get pointers.

A topic that I think is of interest or ought to be is how topics are chosen or framed. How do you decide what is going to be of interest to your community. If you were going out and you had a job at a library and said, oh, how I'm in charge of the forums, think what is it that you would talk about? If you had a group of people who enjoyed getting together to talk about issues, how would you do that? With Kettering only putting out three books a year, you can't keep doing the same thing. One of the things I've been trying to push Kettering to do, and to some extent that the ALA deliberative listserv, is to come up with a quicker method of framing topics. They spend a lot of time going into the minutia of framing an issue. I've talked to them about doing this and they seem to think that to properly frame an issue you have to interviewNs or 100s of people and they have to be run by the various review boards. And I try to press upon them that that's great if you only want to talk about 3 things a year. But if you

want to talk about 6 or 10, then you have to come up with a quicker way of getting the topic framed.

In a lot of libraries you need to know what you're doing 6-8 months in advance so publicity can be done. And I've been banging my head against that ever since I started because, how will I know what people will want to talk about in August? So a lot of times I'll simply schedule the forums. I'll say, okay we're going to have a forum the 3rd Tuesday of each month for the next 6 months and then just come up with the topic a month in advance. Sometimes that works sometimes it doesn't.

The training was very good, so were the refreshers courses. The other thing that happens is you've got to practice because there's going to be a little stage fright in doing it. The more you do it the better and more comfortable you get at it. The refreshers have been an important part of the training. You don't learn a skill until you practice a skill. Just taking the training won't do it; you have to practice it.

Understanding the difference between moderation and facilitation. As a facilitator your role is to keep the discussion going, make sure no one dominates, but you don't guide the discussion in any way. As a moderator you have a more active role in guiding the discussion, pushing it deeper. You have to do the facilitation things, but you also have to guide the discussion and push the participants deeper in their discussion.

No outcomes

Not beyond discussion. We have the discussion and then very little gets done. We're missing that step.

Appendix IV: Word Frequency Analysis

community ... library ... public ... forum ... because ... county ... different ... resources ... role ... information ... t ... sort ... legislators ... mixed ... needs ... something ... meeting ... discussion ... actually ... training ... don ... deliberative ... organization ... services ... health ... themselves ... wanted ... hospital ... approached ... organizations ... stronger ... s ... topic ... topics ... dialog ... setting ... award ... diversity ... methodology ... modified ... ways ... sometimes ... skills ... pros ... helped ... staff ... groups ... commissioners ... conducting ... issue ... approach ... working ... going ... usually ... hearing ... cons ... avenue ... years ... undersold ... ourselves ... desk ... lend ... rotary ... degrees ... depends ... masters ... learned ... connectors ... aware ... things ... emotional ... cannot ... loved ... faced ... active ... decision ... pro ... librarians ... rationally ... happening ... expense ... implications ... bioethics ... futile ... partnering ... conversations ... anything ... amount ... being ... spent ... web ... gotten ... linkages ... trying ... flexible ... accomplish ... saying ... complementary ... concerns ... kinds ... solutions ... extremely ... looking ... bibliographies ... venue ... coordination ... difficulty ... coming ... respond ... nonprofit ... quickly ... gathers ... significant ... democracy ... movement ... react ... entity ... identified ... outcome ... recorders ... metropolitan ... moderators ... instead ... everybody ... convener ... provided ... instance ... handle ... participated ... librarian ... giving ... legislature ... sites ... prioritizing ... hopefully ... plans ... crackpots ... surprised ... everything ... shows ... nobody ... positive ... convince ... successful ... input ... requesting ... partner ... research ... coordinating ... outstanding ... difference ... deals ... local ... non ... profit ... united ... called ... transportation ... upset ... somewhere ... helps ... within ... committees ... organizational ... apply ... boards ... having ... sometime ... partnerships ... easier ... definitely ... meetings ... terms ... everywhere ... used ... funding ... agency ... flak ... commission ... agenda ... badly ... doing ... started ... regardless ... moderate ... boats ... lifts ... civic ... engagement ... neighborhoods ... interact ... comments ... opener ... Caucasians ... threatened ... another ... relations ... forums ... into ... series ... m ... daily ... anybody ... maybe ... broader ... nationalities ... scope ... ok ... America ... issues ... fellow ... political ... complex ... addressing ... involved ... efforts ... positioned ... dealing ... player ... opinions ... developing ... police ... democracies ... etc ... views ... wield ... respected ... comfortable ... conservative ... discussing ... decisions ...

community ... training ... going ... library ... impact ... really ... issues ... forum ... program ... being ... having ... things ... forums ... local ... important ... discussion ... haven ... although ... into ... because ... librarians ... everybody ... doing ... forth ... trained ... programming ... different ... consensus ... changed ... impacted ... struggling ... actually ... model ... looking ... planning ... festival ... rights ... Sunday ... probably ... Princeton ... frame ... don ... peace ... moderate ... healthcare ... months ... focus ... librarian ... used ... running ... conduct ... opinion ... okay ... outreach ... terms ... attend ... action ... years ... immigration ... definitely ... benefit ... understand ... function ... personally ... libraries ... catalyst ... explained ... staff ... preparing ... roads ... moderators ... proscribed ... educated ... sometimes ... development ... living ... issue ... film ... trying ... broader ... sort ... perspective ... role ... national ... afterwards ... increased ... nationally ... Afghanistan ... connection ... seen ... moderating ... active ... Canada ... citizen ... Trenton ... Canadian ... unclear ... participants ... making ... policy ...

democracy ... deeper ... decision ... holding ... prepared ... difference ... skills ... heated ... instance ... fantastic ... taught ... positives ... scary ... already ... organize ... helped ... maybe ... negatives ... guidebooks ... feeling ... communities ... contact ... organized ... notes ... events ... letters ... further ... without ... information ... environment ... comfortable ... topics ... inviting ... shortened ... days ... version ... yeah ... along ... members ... away ... started ... replying ... anybody ... calling ... loved ... ourselves ... opening ... services ... begun ... rural ... funding ... funded ... smaller ... lawyer ... thinking ... knowing ... diversity ... realize ... lucky ... topic ... situation... strive ... solidify ... kick ... something ... leading ... programs ... venues ... discussions ... integrates ... leader ... speaker ... public ... anyone ... December ... holidays ... barely ... participating ... increase ... met ... helping ... engagement ... civic ... ways ... actual ... everything ... talking ... finding ... debate ... reaching ... groups ... popular ... overwhelmed ... talked ... whereby ... partially ... myself ... impacts ... guidelines ... refresher ... working ... updated ... booked ... university ... professor ... deliberative ... ahead ... incorporate ... building ... attended ... biggest ... following ... launch ... image ... series ... getting ... bringing ... illusion ... Socrates ... levels ... solutions ... greatest ... congress ... trucks ... wanting ... forge ... harder ... government ... connected ... surveys ... framework ... upon ... access ... sides ... reality ... educating ... understanding ... America ... locally ... traffic ... hoping ... mayors ... councils ... whatever ... parking ... exit ... coalition ... reached ... meeting ... larger ... society ... inform ... reform ... invited ... nice ... debating ... strengthened ... anything ... beginning ... future ... trainers ... addressed ... somewhat ... using ... purpose ... profession ... bigger ... sitting ... collected ... emailing ...

forum ... forums ...library ... community ... impact ...

discussion ... things ... librarian ... issues ... doesn't ... coming ... topic ... issue ... thinking ... m ... don ... different ... libertarians ... something ... reference ... ballot ... funding ... conducting ... minimum ... wage ... sort ... around ... because ... didn't ... public ... role ... doing ... individual ... examples ... involved ... actually ... getting ... education ... instance ... schools ... means ... wanted ... into ... usually ... groups ... individuals ... hasn't ... hours ... having ... participants ... news ... ways ... perspective ... used ... points ... various ... looking ... being ... ended ... citizen ... members ... results ... already ... trying ... gets ... service ... times ... saying ... anything ... itself ... couple ... image ... Worthington ... initiative ... venue ... running ... attend ... fairly ... become ... talking ... leader ... impacts ... moving ... moderator ... focused ... sponsors ... jobs ... active ... d ... typing ... theory ... Tuesday ... Wednesday ... missed ... resonance ... sustainable ... childhood ... healthy ... initiatives ... instead ... timely ... obesity ... telling ... government ... businesses ... employees ... survive ... decent ... fits ... questions ... lend ... Kettering ... librarianship ... changing ... traditional ... profession ... parts ... aspects ... another ... caused ... changed ... crashing ... terrorism ... hopes ... topics ... America ... struggle ... ends ... twice ... needing ... maybe ... working ... seemed ... advocates ... express ... council ... minutes ... wants ... nobody ... conclusion ... provides ... received ... seems ... facets ... stance ... haven ... media ... discouraged ... belongs ... tried ... however ... organization ... agencies ... anybody ... relationship ... suppose ... given ... informed ... away ... necessarily ... certainly ... takes ... affect ... moderating ... apart ... opinions ... views ... bolsters ... nonpartisan ... discussing ... advocate ... improves ... services ... makes ... complicated ... influences ... conducted ... dealing ... administration ... espousing ... taken ... economic ... emboldened ... political ... libertarian ... Ohio ... droves ... opportunity ... central ... gives ... listening ... passed ... voters ... focus ... organize ... themselves ... looked ... mechanisms ... enjoyed ... sponsoring ... attract ... younger ... families ... months ... ahead ... private ... associated ... knows ... moderate ... deliberative ... professionals ... security ... social ... welcome ... called ... welcomed ... impacted ... tape ... beyond ... communities ... missing ...

inspired ... defeated ...

library ... forum ... services ... senior ... forums ... discussion ...
things ... training ... going ... community ... moderating ... changed ...
because ... helped ... immigration ... doing ... into ... moderator ... skills ...
everyone ... militia ... perspective ... librarian ... conducting ... impacted ... aspect ...
role ... debate ... understanding ... civic ... being ... facilitator ... concept ... thinking ...
service ... deeper ... providers ... population ... involved ... somebody ... deliberative ...
racism ... doesn't ... situation ... issues ... future ... gets ... 3rd ... personal ... having ...
moderation ... independence ... forth ... secret ... active ... planning ... citizen ... happens ...
education ... kinds ... handle ... refreshers ... already ... important ... another ... getting ...
facilitation ... wanted ... Kansas ... topic ... discussions ... moderated ... aspects ...
facilitating ... difference ... don ... engagement ... consensus ... cities ... comfortable ... bill ...
expecting ... Missouri ... imp ... mo ... presence ... legislatures ... trying ... senator ... taking ...
won ... d ... pushing ... saying ... reporting ... willingness ... indicated ... worry ... silences ...
forces ... given ... bogged ... advantage ... nifty ... delicate ... guiding ... viewpoints ...
participants ... moderate ... outcome ... reiterating ... stronger ... dominates ... stage ... groups ...
... pinning ... couple ... populations ... legal ... loosening ... importance ... hire ... reinforced ...
immigrants ... illegal ... nod ... agenda ... didn't ... putting ... skepticism ... goal ...
manufacturers ... businesses ... asked ... used ... national ... nervous ... legislature ... fright ...
feedback ... constituency ... talking ... engaged ... focus ... agendas ... ones ... courses ...
everybody ... prepared ... politics ... probe ... around ... useful ... customers ... interested ...
seniors ... practical ... bringing ... m ... questions ... using ... addition ... public ... strengthen ...
partnership ... years ... retired ... adjust ... needs ... different ... focused ... Casey ... formed ...
hasn't ... haven ... finished ... developed ... session ... understand ... lived ... ways ... clubs ...
participating ... gain ... hoped ... participation ... extremely ... probably ... hardest ... probing ...
nudge ... fascinated ... taken ... liked ... started ... realized ... myself ... maintaining ... states ...
report ... known ... undercurrent ... polite ... individual ... aware ... weren't ... currently ... alone ...
... comes ... offering ... participated ... exists ... opened ... minds ... deny ... privilege ...
increased ... notes ... sensitivity ... fully ... connects ... providing ... breeding ... professional ...
relationship ... impact ... mixed ... bound ... mobile ... totally ... impacting ... living ... roles ...
organizations ... strengthens ... worth ... contacts ... bunch ... partnerships ... knowledgeable ...
benefited ... insights ... mostly ... knowledge ... worked ... recreation ... widened ... directors ...

library ... public ... training ... forums ... relationship ... really ... having ...
used ... libraries ... programs ... forum ... personal ... years ... something ... t ...
resources ... somebody ... opinions ... film ... etc ... institution ... community ...
deliberative ... participate ... things ... benefits ... makes ... agenda ... s ... speaker ...
sharing ... into ... taking ... valuable ... going ... processes ... doing ... getting ...
experiences ... everyone ... librarians ... involved ... myself ... co ... meeting ... concept ...
organizations ... setting ... asking ... project ... types ... academic ... potential ... impact ...
agencies ... hire ... emphatic ... networking ... prefer ... sponsoring ... statement ... another ...
anecdotes ... meaning ... organization ... sparks ... springboard ... express ... ideas ... comes ...
conversations ... likely ... understanding ... connection ... sort ... don ... yeah ... beforehand ...
reinforce ... participating ... aim ... connections ... clients ... confidence ... minds ... creates ...
familiar ... regards ... because ... bonding ... dialog ... building ... trained ... conduct ...
important ... maybe ... won ... worthless ... civics ... connected ... relatively ... variety ...

established ... informational ... partners ... consensus ... feeling ... comfortable ... issue ...
communities ... definitely ... privacy ... client ... expressing ... trust ... based ... citizens ...
engineered ... pushing ... Diego ... participants ... asked ... san ... midwinter ... received ... grant
... workers ... agreed ... putting ... accessible ... typical ... collecting ... providing ... elaborate ...
organizing ... attract ... facility ... wanted ... away ... Saturdays ... everywhere ... lived ... kids ...
kid ... librarian ... become ... working ... growing ... joined ... assistant ... spent ... decided ...
applied ... editing ... friends ... career ... 30s ... publishing ... program ... couple ... rights ...
instead ... festival ... students ... teens ... concrete ... influenced ... screenings ... documentary
... films ... ending ... groups ... divided ... builds ... wondering ... audience ... technique ...
listening ... chairs ... raising ... hands ... taken ... potentially ... modified ... advancing ...
education ... civic ... college ... discussion ... facilitate ... ways ... neutral ... participation ...
aren't ... information ... experts ... reshape ... worries ... canned ... expert ... consultant ...
dialogue ...