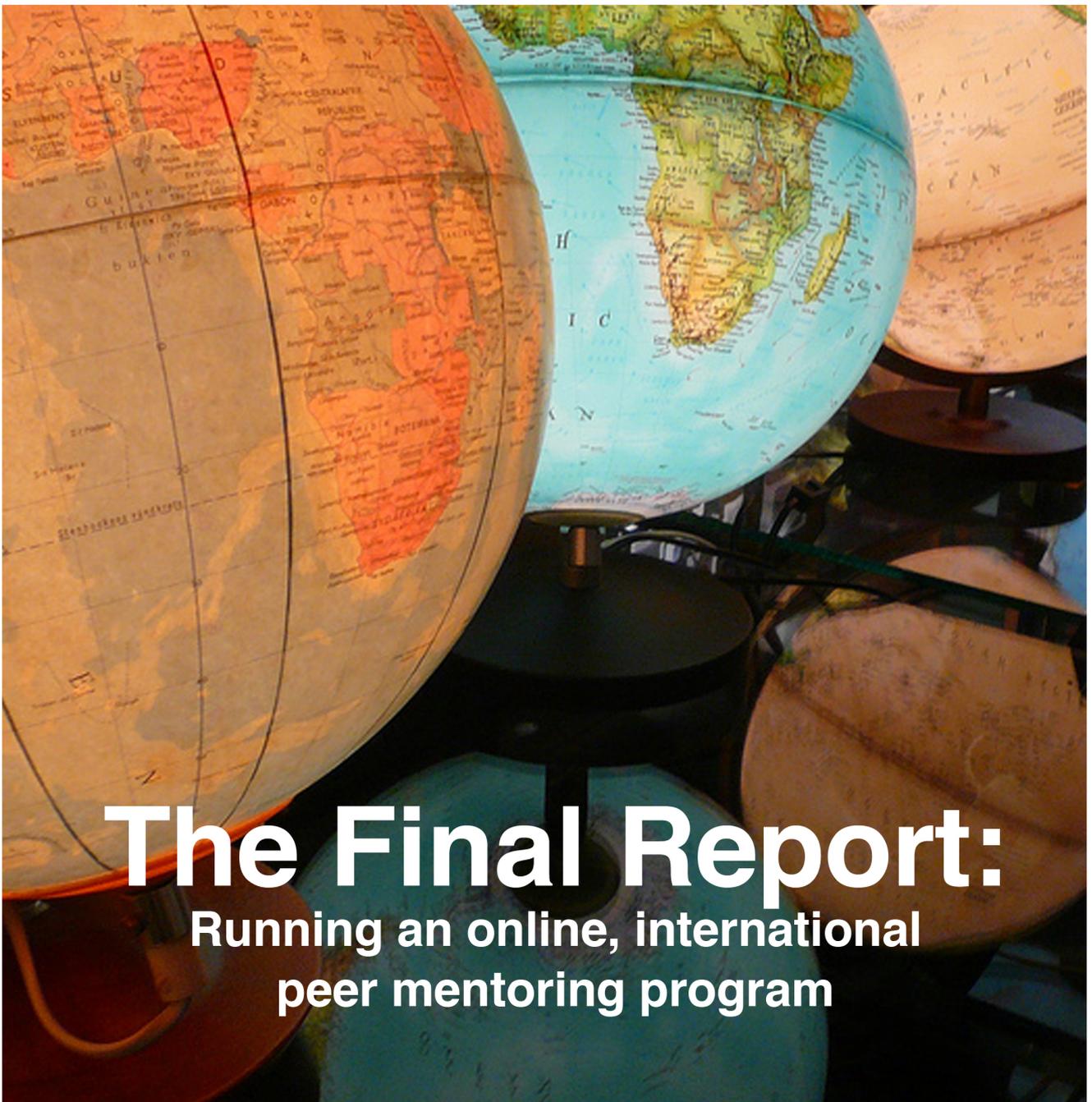# INTERNATIONAL LIBRARIANS NETWORK

The Final Report:

Running an online, international peer mentoring program

About this report

This report was published in August 2018 by Alyson Dalby, Clare McKenzie and Kate Byrne on behalf of the International Librarians Network.

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The cover image is 'Globe' by Ricardo, available under CC-BY 2.0 from https://bit.ly/2N0L85f

About the International Librarians Network

The International Librarians Network (ILN) is a non-profit organisation that was created to support the professional development of librarians around the world. The ILN's core offering was a facilitated peer mentoring program aimed at helping librarians develop international networks and widen their knowledge of librarianship through collaborative learning.

About the Authors

Kate Byrne is the Director of Technical Operations for the ILN. Kate's background is in academic libraries as a research information manager; her expertise lies is in bridging the divide between library clients and technical and research services. Kate is committed to communication and collaboration across the wider information industry. She tweets as @katecbyrne and can be found on ORCID.

Alyson Dalby is the Director of Business of Operations for the ILN. Alyson has a background in academic and special libraries and has also worked for vendors and associations, primarily in management and project management roles. Alyson served on the Board of Directors of the Australian Library and Information Association from 2013 to 2015. She tweets as @alysondalby and can be found on LinkedIn.

Clare McKenzie is the Director of Communications for the ILN. Clare is experienced in managing scholarly content, and has worked in academic liaison services, repository services and research data management. Clare is passionate about the value of networking for professional development and tweets as @ccmcknz.

Acknowledgements and thanks

The ILN Directors wish to express our sincere thanks to everyone who has participated in, promoted and contributed to the ILN. Together we built this community, together we showed how very special is our shared profession, and together we have planted seeds for the next generation of professional development.

In addition, we would like to thank our partners, families, friends, colleagues, supporters, and our wonderful volunteers; without you all the ILN would not have been possible.

Summary

Over four years, the International Librarians Network (ILN) provided free online peer-mentoring to over 5,500 participants from 130 countries. Participants used the program to explore the international world of librarianship, building global networks and sharing knowledge with colleagues around the world.

In March 2017, the Directors of the ILN announced that they were discontinuing the ILN's peer mentoring program. In announcing the shut-down of the program, the Directors hoped to encourage other members of the library and information community to build on the successes of the ILN to create their own professional development programs. This report was created to document the processes used to run the program and the lessons learned.

This report outlines the establishment of the ILN as well as information about the ILN's organisational structure and volunteer management. It includes information on marketing, social media, website content and technology. The report also outlines the ILN's financial and legal considerations, discusses the challenges the ILN faced and outlines the closedown of the ILN's program.

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Establishment of the ILN peer mentoring program

The ILN was created in late 2012 and launched in early 2013 by three Australian librarians, Kate Byrne, Alyson Dalby and Clare McKenzie ("the founders", and later, "the Directors"). They developed an idea for a program where librarians could 'meet' fellow professionals from other parts of the world without the expense of international travel. The core concept for the ILN quickly developed as the founders borrowed elements from a range of professional development formats, including mentoring and communities of practice, and brought them together to create a new format for professional development.

The founders took a soft launch approach, seeking to test the initial ideas, and the ILN peer mentoring program continued on an iterative basis throughout its lifespan. A pilot program was run in early 2013, followed by seven more rounds of the program (eight rounds in total). Program rounds ran initially for six months; this was later shortened to four months. Two rounds were run each year and the final round concluded at the end of 2016.

Further details of the establishment of the program and the theoretical basis for the program's structure can be found in the report *Rethinking mentoring* (Byrne, Dalby & McKenzie 2016).

The founders chose to create and operate the ILN independently, outside of the existing structure of professional associations. There was no obvious group or association that was a good fit for the international and generalist goals of the ILN as all existing groups operated on national or specialist interest divisions. Independence allowed the founders to experiment and iterate quickly. The founders cultivated positive relationships with existing associations and received ongoing support throughout the life of the ILN.

The ILN organisational structure

The ILN was created and run entirely by volunteers, including the Board of Directors.

The ILN was initially founded by three volunteers who all took the title Program Coordinator. While the program was being created, Program Coordinators worked collaboratively with no formal division of responsibilities.

In early 2013 the ILN recruited its first Country Coordinators (titles later changed to Ambassadors). The purpose of this role was to represent and promote the ILN in their countries of residence. These roles became key to the international success of the ILN.

As the program became more established, a fourth Program Coordinator joined the team for a year, more Ambassadors were recruited, and Program Coordinators started to specialise. There was frequent role-swapping amongst Program Coordinators to ensure variety and development opportunities.

At the time of incorporation, a more formal organisational structure and division of responsibilities was established, as well as revised job titles. The three founders joined with a fourth volunteer to form the Board of Directors; the three remaining Program Coordinators (the founders) also took separate roles as Executive Directors, namely Director of Business Operations, Director of Communications, and Director of Technical Operations. Additional volunteer roles were defined and filled. As the ILN grew in numbers of both participants and volunteers, clarity of roles, responsibilities and reporting lines became essential.

The eventual organisational structure of the ILN is illustrated below.
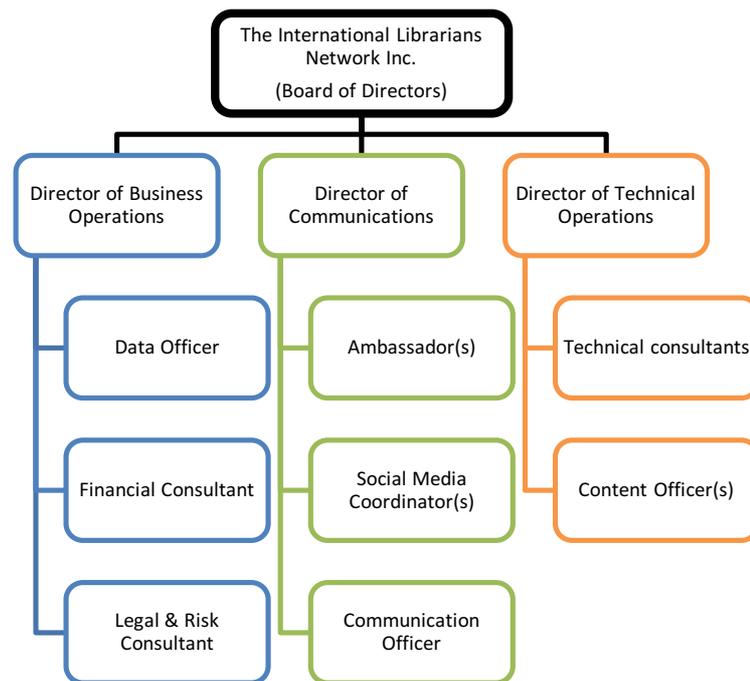
An additional role utilised by the ILN was that of "critical friend". When the Directors required advice, input or guidance beyond their expertise, they would seek out individuals who would engage in one-off mentoring sessions with the Directors. This was an important role in the development of the ILN and ensured that alternative viewpoints were brought into strategic discussions.

Volunteer management

All roles performed by ILN volunteers were defined by job descriptions. These clearly outlined expectations and assisted with succession planning and handover.

Position descriptions were created for the following roles:

- Director of Business Operations
- Director of Communications
- Director of Technical Operations
- Communications Officer
- Content Officer
- Data Officer
- Country Ambassador
- Social Media Co-ordinator

A manual was created for Ambassadors to provide further detail about the role and its responsibilities. All volunteers were asked to familiarise themselves with and abide by the organisation's Code of Conduct. Both documents have been published on figshare (see Supplementary Program Materials, below).

Volunteers committed for 12-month periods and were given annual opportunities to recommit or resign their role. Once established, there was very little turnover in the volunteer base.

Volunteer communication

Day to day volunteer communication was managed using Google Groups. This allowed internal 'mailing lists' which encouraged the volunteers to communicate with the Directors and each other. A very welcoming community developed, and the volunteers often used the Google Group to share their own content and reach out for advice.

Periodically the ILN Directors would run webinar sessions to bring the volunteers together to discuss program matters or to foster the community. These sessions were difficult to coordinate due to volunteers being distributed across many countries and time zones. Not all volunteers had access to internet connections that could support video or audio conferencing. Ultimately the Directors relied on asynchronous methods of communication to ensure all volunteers had access to the same information.

Marketing and social media

All marketing material was developed by the ILN Directors and distributed to Ambassadors on a scheduled basis to promote registration for each round. Some Ambassadors sought approval to translate the material into their own language; this was agreed to on the condition that a sentence be included stating the program was only conducted in English.

Marketing material was written as both long form (descriptive paragraphs suitable for a flyer, mailing list distribution or inclusion in a blog post) and short form (basic information suitable for inclusion in a newsletter or social media).

The ILN channels used for marketing and communications included:

- ILN website
- Twitter
- Facebook
- LinkedIn
- ILN Ambassadors.

Ambassadors used whatever marketing channels they had available in their networks. This included social media, email lists for various industry associations and groups, and hardcopy flyers and leaflets distributed at conferences and meetings.

Social media

When the ILN launched, the Directors established a Twitter account for the purposes of promoting the program. The selection of Twitter as the initial social media account related to the Directors' own extensive use of Twitter for professional networking with the Australian and international library community, and provided an easy way to use existing networks to promote the program. Using Twitter, the ILN developed a wide reach across the profession in Australia, New Zealand and the UK, as well as parts of the US and Europe. By the time the program closed, the program had approximately 3000 followers on Twitter.

Participant feedback indicated a demand for additional social media presence on Facebook and LinkedIn, and the Directors worked with their team of volunteers to launch first Facebook and then LinkedIn pages for the program. Facebook had tremendous reach for the ILN, thanks in large part to an outstanding social media coordinator. The community page had over 15,000 followers and expanded the ILN's reach across the US, South America,

Europe and Africa. The ILN exclusively used the free functionality of Facebook, electing not to used paid promotion to increase the reach of posts. LinkedIn was a less successful addition to the program as the page the ILN created failed to find and connect with the community.

Social media usage statistics were monitored regularly throughout the duration of the program to review the effectiveness of these communication channels and to allow content management to be adjusted as needed.

Social media was managed in several ways. New website content was automatically pushed to Twitter, Facebook and LinkedIn on publication. Social Media Coordinators then drove engagement on the platforms including responding to the ILN community and adding appropriate additional content. ILN Directors had access to the social media platforms and were also engaged in adding/responding to content on an ad-hoc basis.

Website content

The ILN website consisted of two kinds of content: pages which described the program and the organisation; and a blog for library-related news and stories. All content published on the ILN website was released under a Creative Commons licence.

The program and organisation content was managed by the Directors and aimed to clearly communicate how the program worked to potential participants. As the program was run twice per year, the ILN had specific application periods using an embedded SurveyMonkey form. Outside of those periods, the website hosted an expression of interest form where interested people could ask to be notified when the new application period opened.

The blog featured two kinds of content: content created by ILN volunteers, themed specifically to tie into the discussion topics for the program; and guest content submitted by members of the ILN community. For the first few years of the program, most of the discussion topic content was written by the Directors. New content was published several times a week; creating content to this schedule was time consuming and required careful planning and preparation. The position of ILN Content Officer was created to help identify, write and edit this content. These volunteers wrote many pieces showcasing topics across the library and information industry.

Community contributions grew significantly over time and comprised postcards and guest articles. Postcards were a format the Directors identified early on to encourage community member contributions. The "postcard" consisted of one or more photos of a library or workplace and a small amount of information about the photos. These proved very popular as submissions and with readers, and the postcards were frequently viewed and shared on social media. In addition, the ILN held an open call for community members to submit articles for the blog. Guidelines for submissions were published that described appropriate length, language and licensing requirements, including a requirement that all content could be published under the same Creative Commons licence.

Technology

When the ILN launched in January 2013, the founders were using four pieces of free technology:

- A Google account, including Gmail and Drive, which was used to manage email, and create application and survey forms.
- A Wordpress.com website. The website was originally created on the free hosted version of Wordpress and was upgraded to a Wordpress.com professional account for a small annual fee. This allowed us to use our own website domain.
- A Twitter account, which was used to promote the program to an international audience.
- A shared Dropbox folder for document management.

This basic combination of freely available tools allowed the founders to launch the program with minimal upfront costs, and to provide information about the program, promote the program, accept applications and manage internal documentation. Over time the suite of technology used by the ILN expanded to incorporate some paid-for tools and custom technology, in addition to an increased number of free web tools. Further information about the decision to expand the toolset is outlined in Dalby, Barker, Byrne & McKenzie (2015).

Participant communication

The rapid growth of the ILN participant numbers meant that a free Gmail account became insufficient, as daily sending limits applied. The first expansion the ILN team made was to upgrade to a single Google Apps for Business account, with an increased daily sending limit. This was a cost-effective solution to allow us to contact participants via email and this single account was the centre for all incoming and outgoing communication for some time. The Directors originally managed this account until a Communications Officer took over this responsibility.

The Google Apps for Business account was not always fit for purpose and issues with sending the volume of messages required to run the ILN were persistent. In addition, sending program communications as ordinary emails did not allow for professional formatting or embedding content such as videos, and could lead to messages getting caught in spam filters. It also meant that email addresses had to be managed manually via spreadsheets and mail merges, which increased the risk of errors.

MailChimp was later added to manage program communications, creating a 'campaign' for each communication to participants. This allowed for better management of participant lists, professional formatting and easier inclusion of additional content. It also provided statistics on engagement, contributing to the ILN's commitment to continual review and process improvement.

Website

The ILN website was migrated off the WordPress.com Pro account to a self-hosted Wordpress.org site to allow implementation of a WordPress theme which could support a greater range of functionality. In addition, China's blocking of the WordPress.com domain limited our ability to expand into this region and a migration was considered a solution to this issue.

The website was maintained by the Technical Operations Director with specialist assistance from technical consultants. The website was migrated across different hosting providers several times because of providers' poor response to service outages. The technical consultants were invaluable in assisting the ILN with completing these migrations with minimal outages.

Website statistics were gathered and monitored to allow the Directors to review the efficacy of communication via this channel.

Participant matching

In the pilot and first round of the program, participant matching was done manually: examining each applicant individually and searching to find the best-suited partner for them. This process was time consuming and not scalable with the growth the ILN was experiencing. The Directors explored alternatives and worked with a technical consultant to develop a custom automated matching process.

A script was developed in Windows PowerShell to calculate a percentage-based 'match score' between every applicant to the program. This was based on a decision hierarchy defined by the Directors. A structured application form was developed by analysing applications for the first two rounds. The script selected the best partnerships based on combined match scores, and generated output files with the details of this matching. Directors would then check the script and adjust for special requests if needed.

The automated matching of participants was a significant contributor to the growth of the ILN, as it allowed the program to grow above 200 participants. Automated matching was successful: no decline in partner satisfaction was seen when compared to the manual matching process.

The ILN participant matching script can be found on figshare (see Supplementary Program Materials, below).

Surveys and forms

The ILN maintained a strong commitment to measuring and evaluating the program's impact and success, both to drive evolution and to contribute to the published literature on library mentoring programs. Initially, Google Forms were used to manage participant surveys as well as application forms. As the program advanced the Directors sought to introduce more complex logic to the forms to make it easier for participants to complete. Google Forms was not able to support this functionality. SurveyMonkey was chosen as it could support the volumes of data the ILN was collecting, made it easy to create and copy forms containing complex logic and offered a range of options for exporting the data in structured ways.

Webinars, videos and presentations

The ILN received numerous requests to run webinars for participants and volunteers. The Directors ran several online webinars; however attendance was always low and typically represented less than 5% of participants. The ILN team experimented with various videoconferencing software options but due to low participant adoption, ultimately never moved forwards with any particular platform.

The ILN Board primarily used Skype and Google Hangouts for meetings, and experimented with asynchronous meetings, due to the difficulties of coordinating synchronous attendance across multiple time zones incorporating Australia, Europe and North America.

The ILN made two videos over the durations of the program. A live video was made for new participants to explain how the program worked, and PowToons was used to create a promotional video comprising an animation with a recorded voiceover. Further videos were deemed impractical due to bandwidth limitations of participants around the world.

Volunteer communication

While Dropbox was used by the Directors and Board for all core document management, when documents needed to be shared with the wider volunteer community they were typically uploaded to Google Drive. This facilitated collaboration and comments from a larger group.

Financial considerations

When the ILN peer mentoring program was created, the Directors decided not to charge for participation in the program. This was based on several factors:

- Accessibility principles. The Directors were eager that the ILN be as accessible as possible; participation fees had the potential to introduce barriers to participation.
- Administrative challenges. With no legal framework, there was no administrative basis by which program income could be collected and managed.
- International challenges. The program always aimed to be as international as possible, however finding an equitable price around the world, and an effective payment mechanism, was deemed too difficult.
- Expectation management. A participant's experience with the program relied heavily on the engagement of their partner, which was somewhat outside the Directors' influence. Charging participation fees risked establishing an expectation of outcome in the minds of participants that could not be guaranteed.

Early in the ILN program there were no external costs incurred in running the program. As the program expanded various external costs were encountered; these were initially minimal and paid for by the Directors (Dalby *et al* 2015).

As the program grew, so did costs. The question of whether to charge for participation was examined on a regular basis. After incorporation the administrative challenges changed, and were replaced by concerns over tax reporting of international income and the workload involved in managing and tracking participation fees. The other factors influencing the participation fee discussion did not change and the program remained free to participants.

Costs incurred

Outside of volunteer time donated to the ILN, the following costs were incurred in running the program:

- Recurring technology costs, such as website hosting, subscriptions to Google Apps, SurveyMonkey, and MailChimp
- One off technology costs, such as software for making videos
- Travel costs incurred by volunteers when promoting the ILN at conferences and events
- Administrative costs, such as incorporation fees and bank fees

Income

The Board decided to seek funding from partnership and sponsorship arrangements. The ILN established the following arrangements:

- A partnership agreement with the International Relations Roundtable (IRRT) of the American Library Association. Under this agreement the IRRT recommended the

ILN's program to members. The ILN provided statistical and evaluative data to the IRRT about their self-declared members that participated in the program. The IRRT provided annual funding to the ILN.

- A partnership agreement with the Australian Library and Information Association (ALIA). Under this agreement ALIA promoted the "ALIA mentoring program, powered by the ILN". ALIA members signed up to the ILN program via a members-only pathway from the ALIA website. The ILN provided statistical and evaluative data to ALIA about the participants that came through this pathway. ALIA provided annual funding to the ILN.

- A sponsorship agreement with the Information Science Program at the Queensland University of Technology (QUT). Under this agreement the ILN promoted the QUT Information Science Program on its website and social media channels, and provided QUT lecturers with the opportunity to guest-curate one discussion topic for each program round supported. QUT provided annual funding to the ILN.

These agreements provided the ILN with enough income to cover operating costs. All agreements were reviewed by the ILN's Financial Consultant, Legal & Risk Consultant, and the Board of Directors. Each funding organisation had a dedicated liaison from the Directors.

Legal considerations

Legal status

The ILN was initially established as an informal program with no legal standing. In 2015 the ILN incorporated as an association under the laws of New South Wales, Australia, and thus gained legal status. The core driver for incorporation was a need to exist as a legal entity to raise and receive funding. The ILN considered registering as a charity but ultimately decided against doing so, as the organisation could receive tax-exempt status without registering and was not actively soliciting donations at the time.

Code of Conduct

No formal agreements were made with volunteers or participants during the period of the pilot round of the program in 2013. After a complaint from a participant about inappropriate communication from their partner, it became evident that standards for professional communication needed to be defined. This was both to articulate expectations and to provide a mechanism for action should those standards be breached.

Prior to the start of Round 1 of the program the Directors drafted a participant Code of Conduct, which stipulated expectations regarding professional communication, including an intolerance of any abusive, harassing or offensive communication, spam, or any solicitous commercial content. The Code of Conduct stated that breaching the code would result in removal from the program. All applicants to the program were required to agree to the Code as part of their application.

Following the ILN's incorporation, the Code of Conduct was reviewed and revised prior to accepting applications on 6 July 2015. To make the obligations in the Code accessible and enforcement, commercially and legally accepted definitions were included, and the Code was formatted so that it could easily be understood as an agreement between the parties.

The Code was used on five occasions to remove a participant from the program and once to remove a volunteer.

Insurance

Insurance was a question that was considered on multiple occasions, but ultimately was not obtained. For small non-profit organisations, insurance is a difficult issue: the cost often outweighs the risk, but the risk is never zero, leaving small organisations exposed. The ILN did not engage in activities where it had a heightened standard of care and access to ILN funds was well-controlled and documented, so the likelihood for legal negligence on the part of the members or Directors was deemed low.

Challenges of running the ILN

From the beginning of the ILN, the founders were committed to continuous program improvement and innovation in mentoring processes. As the ILN evolved over time there were persistent challenges.

Inactive participants

ILN Directors were committed to ensuring that by participating in the program, participants had enriching professional development experiences. However, occasionally an individual would sign up for the program, then fail to participate. Because matching participants into pairs was a core concept of the program, this meant not only was that person missing out on the experience, so was their assigned partner. The percentage of matches which failed due to one partner not participating was consistently low (between 3% and 5%) but present throughout the program.

The Directors tried many strategies to combat this, including articulating clear expectations from the outset, asking participants to actively agree to participation requirements, and putting participants through a multi-step confirmation process. However, the Directors were never able to eliminate non-responders entirely. As a result, a program step was introduced where participants with non-responsive partners could inform the Directors and be re-matched with a new partner. This re-matching process was largely successful but could only happen if a participant reported that their partner had been unresponsive.

Fundraising

As outlined above, while very little funding was required to create the program, increased program growth generated an increase in costs. While early costs were covered by the ILN Directors, they were forced to seek external funding to allow the program to continue at its increased size.

The ILN's innovative approach and global, pan-specialist nature did not fit well into existing funding channels. Most structured grants available to librarians are for external-facing programs, not for librarian skills development. After careful planning, the ILN succeeded in securing one sponsorship and two partnership agreements. The ILN is very grateful to its funding providers, as the funding helped the ILN stabilise and cover costs. Securing and maintaining those relationships required a significant investment of volunteer time; time that was not otherwise spent on program activities. Fundraising is a specialised skill set, and not an easy activity for amateurs. It was not a natural fit for any of the Directors – asking for money, attempting to articulate distributed return on investment, and handling frequent rejection impacted significantly on the engagement levels of the volunteers that participated in this activity.

As described above, the Directors continued to reinforce the early decision not to charge for participation in the program. Donations from participants were continuously sought, based on the assumption that those who benefited from the program might be willing to contribute to its continuation; however no donations were received.

To address the limitations presented by the ILN's exclusive reliance on volunteers, the Directors often discussed the potential of employing paid staff to perform certain tasks, including fundraising. This would drive a significant increase in the funding required and in administrative activities to cover employment contracts, tax, pensions, etc. All volunteer organisations face this challenge; by employing individuals to raise funds, one increases the need and volume of funds required.

Volunteering

The ILN as an organisation was founded and run entirely with volunteer efforts. Throughout its duration every person involved with the ILN, from the Directors, accountant, and technical consultants, donated their time. The ILN would never have been possible without this, and is not alone amongst professional development activities in the library profession. Conferences are programmed and coordinated by volunteers, journal and magazine articles are largely written in people's spare time, and mentoring programs rely on volunteers to share their expertise.

ILN volunteers were generous with their time, expertise and networks. Volunteering, and the kindness of strangers within the industry, gave the ILN a global reach. It provided access to the knowledge and networks of individuals that the Directors had never met, and couldn't dream of hiring. Volunteers grew the ILN's social networks, promoted the program around the world, gave voice to the industry through the website, managed emails, monitored and reported on finances and survey data, gave legal guidance, and more. The Directors themselves donated thousands of hours to make the ILN happen.

Relying on volunteers has consequences. It is difficult to operate a sustainable business model entirely reliant on volunteers. Because this was no one's paid job, the work of the ILN happened after hours, on weekends, around work and family commitments. The work of the ILN was always the extra thing that had to be done, and without a constant pipeline of new volunteers coming in to support the model, this was ultimately unsustainable.

The Directors were mindful of this and designed the organisation as sustainably as possible. The volunteering model was structured carefully to ensure that roles were not too big or demanding, and to ensure that roles overlapped so that people could take a break or resign from their role without destabilising the organisation. Volunteers were asked to reconfirm their commitment to the program on an annual basis, allowing for easy resignation.

However, one part of the volunteer model became fixed: that of the Directors. While the original intention was to make Program Coordinator/Director a limited-term, replaceable role, the reality was that, as founders, the Directors had a high level of personal engagement with the program that could not be replaced. This was reflected in the level of responsibility and dedication displayed by the Directors. No one who did not feel such high levels of "ownership" would be willing to make such a commitment. Thus when the Directors decided to cease their involvement with the program, the program itself had to stop.

Closedown of the peer mentoring program

At the end of 2016, the ILN Board decided to suspend the program to review the future of the ILN. This 'break' from running the program on a day-to-day basis was to allow the ILN Directors the time to work with the ILN community to identify pathways forward for the organisation. The review aimed to explore options for making the ILN more sustainable.

As a part of the review, the Directors coordinated a consultation process with the ILN's volunteer community to discuss the ILN's strengths and weaknesses and to explore scenarios. This consultation process collected written feedback from volunteers around the world. The feedback gathered throughout the consultation included many testaments to the success of the ILN, many votes of confidence and many ideas for how the ILN could extend the range of activities it undertook. However, it did not identify ways the program could be made more sustainable without significant funding.

The ILN Board carefully considered options before making the decision to cease the program. This was a difficult decision but ultimately a simple one. The Directors admitted that it was no longer personally sustainable, as each Director was keen to keep growing, developing and ultimately changing in their professional activities.

The Directors were also keen to ensure that the ILN continued to reflect their personal values in relation to continuous professional development; a core concept of which is that one must stop doing something in order to do something new. This value was built into the fixed-term nature of the mentoring partnerships, and the annual recommitment required of all other volunteers.

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Conclusion

Over five years ago the ILN Directors discussed an idea for a program where librarians could 'meet' fellow professionals from other parts of the world without the expense of international travel. That idea was the seed from which the ILN grew. It has been the Directors' great pleasure to see over 5,500 participants from more than 130 countries explore the international world of librarianship through the ILN. The Directors developed and extended their own networks across the industry through daily engagement with the volunteers and participants who formed the ILN community. They have also heard and recorded many stories of how new friendships have been formed, knowledge shared, and networks forged as a result of the ILN. Together, the Directors and the ILN community showed what could be achieved by a small group of passionate people stepping up and doing something.

The decision to close the mentoring program reflected the challenges in making a volunteer-run program sustainable in the long term. The Directors are incredibly proud of the extraordinary community that has participated in and supported the mentoring program and sincerely hope that others will build upon the experiences of the ILN to create new innovative professional development opportunities.

Supplementary program materials

The ILN Directors have released a range of supplementary materials to provide further context and detail to support this report. Materials include:

- Participant matching script (https://doi.org/10.6084/m9.figshare.6180569)
- Code of conduct (https://doi.org/10.6084/m9.figshare.6180578)
- Position descriptions (https://doi.org/10.6084/m9.figshare.6180566)
- Ambassador manual (https://doi.org/10.6084/m9.figshare.6180560)
- ILN Constitution (https://doi.org/10.6084/m9.figshare.6394466)

References

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Dalby, A., Barker, A., Byrne, K., & McKenzie, C. (2015): When free is not enough: what the International Librarians Network managed to achieve with zero budget, and what we did when we hit the limits. Presentation to ALIA Information Online Conference, Sydney, Feb 2015. **https://doi.org/10.6084/m9.figshare.2653741.v1**

Appendix 1: Volunteers listing

Alyson Dalby	Founder and Director of Business Operations
Clare McKenzie	Founder and Director of Communications
Kate Byrne	Founder and Director of Technical Operations
Rachelle Conry	Financial Consultant
Alison Makins	Legal and Risk Consultant
Lisa Miller	Social Media Coordinator (Facebook & Twitter)
Brett Williams	Social Media Coordinator (LinkedIn)
Philip Segall	Data Officer
Molly Brown	Content Officer and Guest Editor
Bhakti Gala	Content Officer
Michelle DeAizpurua	Content Officer
Josephine Murfey	Communications Officer
Matthew Hilzinger	Technical Consultant
Daniel Green	AV Consultant
Amy Barker	Program Coordinator
Pablo D'Amico	Ambassador, Argentina
Jenny Mustey	Ambassador, Australia
Mushvig Imamverdiyev	Ambassador, Azerbaijan
Shaharima Parvin	Ambassador, Bangladesh
Sonam Wangdi	Ambassador, Bhutan
Cintia Bastos	Ambassador, Brazil
Roseline Bawack	Ambassador, Cameroon
Christine Smith	Ambassador, Canada
Cate Carlyle	Ambassador, Canada
Dave Lyons	Ambassador, China
Kendra Perkins	Ambassador, China
Dorja Mucnjak	Ambassador, Croatia
Dunja Holcer	Ambassador, Croatia
Adriana Maria Perera González	Ambassador, Cuba
Ghadeer Magdy Abdelwahab Said	Ambassador, Egypt
Manuel Huygen	Ambassador, France
Leo Ma	Ambassador, Hong Kong China
Ágnes Koreny	Ambassador, Hungary
Kishor Chandra Satpathy	Ambassador, India
Eva Hornung	Ambassador, Ireland
Carol Mwaura	Ambassador, Kenya
Francis Kachala	Ambassador, Malawi
Adrienne Hannen	Ambassador, New Zealand
Laura Cook	Ambassador, New Zealand
Ayodele John Alonge	Ambassador, Nigeria
Muhammad Yousuf Ali	Ambassador, Pakistan
John Louie Zabala	Ambassador, Philippines
Magdalena Gomulka	Ambassador, Poland

Sandra Dias	Ambassador, Portugal
Muhammad Haniff Bin Haji Nandir	Ambassador, Singapore
Karen du Toit	Ambassador, South Africa
Maria Garcia-Puente	Ambassador, Spain
Helén Palm	Ambassador, Sweden
Winny Nekesa Akullo	Ambassador, Uganda
June Hughes	Ambassador, UK
Jacqueline Solis	Ambassador, USA
Thị Quỳnh Vân Ngô	Ambassador, Vietnam