

Valdosta State University  
Master of Library and Information Science Program

MLIS 7260 Leadership in Libraries and Information Centers  
Spring Semester 2009

Syllabus

Assignments

Course Objectives

Instructor: Dr. Ravonne A. Green  
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**Required Texts:**

Textbooks are available for purchase from the VSU Bookstore. You may shop on their website: <http://www.vsubookstore.com> or call the Bookstore at (229) 333-5666 or (800) 618-1878.

Bolman, Lee G. & Deal, Terrence E. Reframing Organizations: Artistry, Choice, & Leadership. 3<sup>rd</sup> ed. San Francisco: Jossey-Bass, 2003.

Kouzes, James M. & Posner, Barry Z. The Leadership Challenge, 3<sup>rd</sup> ed. San Francisco: Jossey-Bass, 2002.

**Course Description:**

This course is an introduction to leadership theory, principles and practices. The course provides an overview of the relationship between leadership theory and the effective practice of leadership as well as an understanding of the competencies required of effective leaders in today's information organizations.

**Objectives:**

1. Demonstrate an understanding of the theoretical concepts of leadership by discussion and presentations.
2. Demonstrate familiarity with the functions of leadership by reading relevant literature and discussions.
3. Develop skills in applying leadership competencies and techniques using practical, individual and group experiences in leadership.
4. Demonstrate familiarity with the evolution of leadership styles.
5. Develop practical use of leadership skills in understanding of the role and importance of leadership development and leadership education in the preparation of leaders.

**Course Prerequisite or Co-requisite:** MLIS 7000

**Format:** This course is entirely web-based.

## **Technical Requirements**

All independent searches and projects must be submitted using a program compatible with VSU supported products. MS Word is the preferred document format.

To view assigned online tutorials, you will need the Adobe Acrobat Reader, the Flash viewer, and the PowerPoint Viewer (if you have PowerPoint, you have the Viewer already). Free download URLs will be listed in your course notes.

The university's Information Technology department provides step-by-step guides on how to use VSU's email and other sources. The IT Help Desk is at <http://www.valdosta.edu/helpdesk/guides/> and their phone hot line is 220-245-4357.

## **Distance Learning Support**

A VSU reference librarian, Ms. Shiloh Smith, is responsible for coordinating library services for off-campus VSU students. She may be reached by email at [shismith@valdosta.edu](mailto:shismith@valdosta.edu) or by phone at 229-245-3717. An online guide for distance education students is on the Odum Library Web site at <http://books.valdosta.edu/dist/dmain.html>. A brochure for off-campus students provides valuable links to the reference desk and to the library's rather new reference chat service.

## **Course Requirements:**

- Reading the leadership literature
- Leadership discussions
- Written presentations of library leadership interviews
- Case studies

## **Academic Dishonesty**

“Valdosta State University expects that graduate students will pursue their academic endeavors and conduct themselves in a professional and ethical manner. All work that a student presents to satisfy course requirements should represent individual efforts, including appropriate use and acknowledgement of external sources. Specific regulations related to student conduct and behavior is contained in the *Student Handbook, Student Code of Ethics.*” (Valdosta State University 1999-2000 Graduate Bulletin, pages 250-251).

<http://www.valdosta.edu/>

### **Students with Disabilities:**

Students who require accommodations in this course due to a disability are advised to discuss their needs with Access Office for Students with Disabilities at <http://www.valdosta.edu/ssp/>, Phone: 229-245-2498, or TTY 229-219-1348. Please let me (your instructor) know if there are ways in which your ability to learn in this class may be enhanced.

### **Assignments and Evaluation:**

Assignments are due by Friday of the week indicated. I do not check the time that assignments are submitted. Assignments will not be accepted more than one week late. One point per day will be deducted for late assignments.

### **Class Discussions & Readings: (25%)**

Everyone is expected to participate in class discussions each week based on assigned readings for the week.

### **Library Director Interview (25% total) Due Week 4**

Set up an appointment to interview a library director. Send the library director your list of questions ahead of time, preferably by the second week of the course. Their answers should typically be about one paragraph for each question. The following questions cover the course material and are intended as a guide. You may change these to fit your situation.

1. How do you define leadership?
2. Discuss some theories of leadership that have been important to you as a leader.
3. How would you describe your leadership style?
4. What do you see as being some of the emerging trends in library leadership?
5. Is leadership different from management? If so, how?
6. Can we separate leadership from managing?
7. How do leaders lead?
8. What are some competencies that you would suggest for a library leader?
9. What resources would you recommend to library leaders?
10. How would you recommend recruiting new library leaders?

## **Case Studies (25%) Due Week 10**

In library education as well as in leadership training, group problem solving of case studies helps to provide insights into the nature of human behavior in various situations. Many leadership issues involve complicated attitudes and challenging behaviors. A leader needs to be able to analyze the behavior of others and his/her behavior in order to determine how it influences others in various library situations. A major component of this course will involve discussing case studies.

You will write a case study based on your own experience or a case study that the director at your site may share with you. Case studies may be based on individuals, library programs, or projects. **DO NOT INCLUDE ACTUAL NAMES, NAMES OF LIBRARIES, OR LOCATIONS. DO NOT WRITE CASE STUDIES ABOUT YOUR IMMEDIATE SUPERVISOR OR YOUR LIBRARY DIRECTOR. This is not a vindictive exercise.** Review A.J. Anderson's Problems in Library Management case studies located on the Stuart & Moran website. (<http://www.eLearning@lu.com/management>) Also review the material included in the Resource section of your syllabus about case study analysis. Case studies are not just entertaining stories. Your case study should present a leadership issue that you can present for group analysis and discussion.

You will post your case study under "Assignments."

## **Case Study Analyses (20%) Due Week 11**

Each person in the class will recommend a solution for resolving each case study along with an implementation plan. These recommendations should be based on course leadership principles. The Wertheim model is a good one for analysis purposes. <http://web.cba.neu.edu/~ewertheim/introd/cases.htm>

After each person has given a recommendation, the person who submitted the case study should describe how the case was resolved in real life.

## **Leadership Reflections & Course Evaluations (5%) Due Week 14**

Write a reflection paper describing what you have learned in this course. There is no specific length for this assignment. You may discuss some of applications that you plan to use as a library leader, what you have learned about your leadership style, the frames of leadership that are your strengths or weaknesses, the importance of the five practices of exemplary leadership, what you have learned from the library director interview, and other course experiences or material.

**Weekly Readings & Discussion Topics:**

Kouzes, J. & Posner, B. The Leadership Challenge. (Weeks 1-7)

Week 1: Read & discuss Chapters 1 & 2

Week 2: Read & discuss Chapters 3 & 4

Week 3: Read & discuss Chapters 5 & 6

Week 4: Read & discuss Chapters 7 & 8

Week 5: Read & discuss Chapters 9 & 10

Week 6: Read & discuss Chapters 11 & 12

Week 7: Read & discuss Chapter 13

Bolman, L. & Deal, T. Reframing Organizations. (Weeks 8-14)

Week 8: Read & discuss Chapters 1 & 2

Week 9: Read & discuss Chapters 3-5

Week 10: Read & discuss Chapters 6-8

Week 11: Read & discuss Chapters 9-11

Week 12: Read & discuss Chapters 12-14

Week 13: Read & discuss Chapters 15-17

Week 14: Read & discuss Chapters 18-21

## **Resources:**

[www.ala.org/Content/NavigationMenu/Our\\_Association/Divisions/LAMA/LAMA.htm](http://www.ala.org/Content/NavigationMenu/Our_Association/Divisions/LAMA/LAMA.htm) (The American Library Association's Library Administration and Management Association)

The Leadership and Organizational Development Journal (  
<http://gessler.emeraldinsight.com>)

E-Learning Leadership (  
[http://www.findarticles.com/cf?o/moEIN/2001\\_May\\_24/7496200/p1article.jhtml](http://www.findarticles.com/cf?o/moEIN/2001_May_24/7496200/p1article.jhtml)?)

Business Week Magazine (<http://www.businessweek.com/>)

Fortune Magazine (<http://www.fortune.com/fortune/>)

Fieldler Contingency Theory (  
<http://www.stfrancis.edu/ba/ghkicku/stuwebs/btopics/works/fied.htm>)

## **Case Study Resources:**

<http://web.cba.neu.edu/~ewertheim/introd/cases.htm>

[http://bingweb.binghamton.edu/~tchandy/Mgmt411/case\\_guide.html](http://bingweb.binghamton.edu/~tchandy/Mgmt411/case_guide.html)

<http://writecenter.cgu.edu/students/buscase.html>

<http://choo.fis.utoronto.ca/FIS/Courses/LIS1230/LIS1230sharma/history1.htm>

[http://www.tsufl.edu/fwestfall/case/case\\_analysis\\_1.html](http://www.tsufl.edu/fwestfall/case/case_analysis_1.html)

Journals, Newsletters, and Other Sources of Information: A Selected List

College and Research Libraries

College and Research Libraries News

Journal of Academic Librarianship

Library Quarterly

ARL Minutes of the ... Meeting of ARL

ARL Newsletter

Office of Management Studies (OMS) Spec Kits

Resources and Technical Services

Chronicle of Higher Education

Community and Junior College Libraries

Urban Academic Libraries

American Libraries

Library Journal

Library Trends

The College Library Handbook (annual)

### **Selected Reference Sources**

The Carnegie Classification of Institutions of Higher Learning, 2000 ed. (Menlo Park, Calif.: Carnegie Foundation for the Advancement of Teaching, 2000)  
<http://www.carnegiefoundation.org/Classification/>.

U.S. National Center for Education Statistics. The Condition of Education. Chapter 3: Higher Education, latest edition.

U.S. National Center for Education Statistics. Digest of Education Statistics. Chapter 3: College and University Education, latest edition.

U.S. National Center for Education Statistics. Projects of Education Statistics to 1997-98.

American Library Directory. N.Y.: Bowker, 1923- .

Association of College and Research Libraries. ACRL University Library Statistics, latest edition. Chicago: ACRL.

Association of Research Libraries. ARL Statistics. 1974-75 to date.

Statistics of Southern College and University Libraries. Annual, 1928-29 to date.

### **Books and Conference Proceedings:**

Adams, Roy J., Collier, Mel & Marcus, Meldrum (1990) Decision Support Systems in Academic Libraries. Wetherby, West Yorkshire: British Library.

Bolman, Lee G. & Deal, Terrence E. (2006). The Wizard and the Warrior: Leading with Passion and Power. San Francisco: Jossey-Bass.

Bratten, John, Grint, Keith, & Nelson, Debra. (2005). Organizational Leadership. Mason, Ohio: Southwestern Press.

Covey, Stephen R. Principle-Centered Leadership. (1991). New York: Simon & Schuster. (There are numerous other Covey books that are available.)

Daft, Richard L. (2005). The Leadership Experience, 3<sup>rd</sup> ed. Mason, Ohio: Southwestern Press.

Hernon, Peter, Powel, Ronald R., & Young Arthur P. (2003). The Next Library Leadership: Attributes of Academic & Public Library Directors. Libraries Unlimited.

Hernon, Peter & Rossiter, Nancy (eds.). (2007). Making a difference: Leadership & academic libraries. Westport, CN: Libraries Unlimited.

Kouzes, James M. & Posner, Barry Z. (2006). A leader's legacy. San Francisco: Jossey-Bass.

Kouzes, James M. & Posner, Barry Z. (2003). Jossey-Bass Academic Administrator's Guide to Exemplary Leadership. San Francisco: Jossey-Bass.

Kouzes, James M. & Posner, Barry Z. (2003). The Leadership Challenge Workbook. San Francisco: Jossey-Bass. (This book is an excellent workbook for managing projects.)

Lussier, Robert N. & Achua, Christopher F. (2005) Leadership, Theory, Application Skill Development, 2<sup>nd</sup> ed. Mason, Ohio: Southwestern Press.

McCabe, Gerard B. (ed.) (1992) Academic Libraries in Urban & Metropolitan Areas; A Management Handbook. New York: Greenwood Press.

McCauley, C. & Velsor, E. (eds.) (2004). The Center for Creative Leadership Handbook of leadership development, 2<sup>nd</sup> ed. San Francisco: Jossey-Bass.

Mech, Terrence F. And Gerard B. McCabe. (1998). Leadership and Academic Librarians. Westport, Connecticut: Greenwood Press.

Pierce, Jon & Newstrom, John. Leaders and the Leadership Process, 3<sup>rd</sup> ed. Burr Ridge, IL: McGraw Hill.

Tichy, Noel M. (2002) The Cycle of Leadership: How Great Leaders Teach Their Companies to Win. Harper Business.

Wood, E., Miller, R., & Knapp, A. (2007). Beyond survival: Managing academic libraries in transition. Westport, CN: Libraries Unlimited.

**Journal Articles:** Library Trends & Issues.

Hisle, W. Lee. "Top issues facing academic libraries: a report of the Focus on the Future Task Force (of ACRL)," *C&RL News*. 63(11):714-715, 730.

Jacobson, Jennifer. "A Shortage of Academic Librarians," *Chronicle of Higher Education*, 14 August 2002 [journal online]; available from <http://chronicle.com/jobs/2002/08/2002081401c.htm>; Internet; accessed 20 August 2003.



Kear, Robin. (Nov. 2006). "Cultivating your leadership skills: Online resources to develop and strengthen your leadership role." *C&RL News*. 625-629.

McElrath, Eileen. "Challenges that academic library directors are experiencing as perceived by them and their supervisors," *College and Research Libraries*. 63(7):304-321, July 2002.

Munde, Gail. "Beyond mentoring: toward the rejuvenation of academic libraries", *The Journal of Academic Librarianship* 26, no3 (May 2000): 171-175.

Shontz, Priscilla A. *Jump Start Your Career in Library and Information Science* (Lanham, Md.: Scarecrow Press, 2002).

Academic librarians-responsibilities, competencies and status.

Association of College and Research Libraries. *Standards for Faculty Status for College and University Librarians*, Approved by ACRL and ALA, January 2001. [http://www.ala.org/ACRLPrinterTemplate.cfm?Section=Standards\\_and\\_Guidelines&Template=/ContentManagement/HTMLDisplay.cfm&ContentID=8704](http://www.ala.org/ACRLPrinterTemplate.cfm?Section=Standards_and_Guidelines&Template=/ContentManagement/HTMLDisplay.cfm&ContentID=8704)

Cary, Shannon. "Faculty Rank, Status, and Tenure for Librarians," *College & Research Libraries News* 62, no. 5 (May 2001): 510.

Hardesty, Larry. "Future of academic/research librarians: a period of transition-to what?" *portal: Libraries and the Academy*. 2(1):79-97, 2002. [http://muse.jhu.edu/journals/portal\\_libraries\\_and\\_the\\_academy/v002/2.1hardesty.html](http://muse.jhu.edu/journals/portal_libraries_and_the_academy/v002/2.1hardesty.html)

Jackson, Michael G. "Image and status: academic librarians and the new professionalism," *Advances in Librarianship*. 23:93-115, 2000.

Organizing and managing academic libraries.

Andaleeb, Syed and Simmonds, Patience. "Explaining user satisfaction with academic libraries: strategic implication," *College and Research Libraries*. 59(2):156-168, March 1998.

Berry, John N. "Arizona's new model-an academic library for the present and future," *Library Journal*. 127(18):40-42, November 1, 2002.

Howze, Philip C. "Perspectives on collegiality, collegial management, and academic libraries," *Journal of Academic Librarianship*. 29(1):40-43, January 2003.