

**Minutes of the ACRL College Libraries Section
Leadership Committee
Midwinter Meeting, 2004
(Held November 2003)**

ACTION ITEMS NEEDED FOR CLS Executive Committee:

1. Vote by CLS Executive to approve co-sponsorship of ALCTS Leadership Development Committee "Effective Committee Management: Basic Skills for Success" with Olivia Madison, Immediate Past President, ALCTS as the speaker. It will be Saturday, June 26 from 10:30-noon at annual in Orlando
2. CLS Executive permission to move forward with planning program - "Training our Successors – what you want to pass on". The format is viewed as a conversation between directors seeking successors as they approach retirement and those persons looking to fill those positions. Potentially for ACRL XII in Minneapolis.

The CLS Leadership Committee met virtually using a list server (CLSLeads@catt.cochran.sbc.edu). All active committee members, the Chair of the ALCTS Leadership Development Committee and one guest participated. Participants are listed at the end of the minutes. While originally scheduled for a single week period (10th through 14th) the meeting continued until the 23rd because people were very busy and the responses were slow. Most communication came in each evening following a topic/report submitted on the previous day so it took more time than expected to get through the agenda. Also, there was much less discussion this year than last. Whether that was the time of year and press of business or simply the medium, it appears that some better mechanism is needed if we are to hold meaningful discussions as opposed to simply giving short answers to business items or voting on issues.

Following initial messages in which members and guests introduced themselves and indicated they were ready to participate, the agenda was adopted and minutes of Toronto Annual were approved.

Dina Giambi, Chair of the ALCTS Leadership Development Committee reported on the meeting held in Toronto and co-sponsored by the CLS Leadership Committee. She noted that the Toronto program, "Leading and Developing Leadership: Who's Responsible?" was attended by an audience of about 50, most of whom remained for the entire three-hour session. After the formal presentations by the four speakers, the audience asked a variety of questions that kept the panelists engaged in discussion among themselves and with the attendees. Several of the audience members were from Canadian libraries. Questions focused on issues such as the challenge of having an undergraduate degree in Library Science that is no longer offered in Canada, generation gaps among library staff, and methodologies for enhancing leadership skills. The evaluation forms were overwhelmingly positive. Dina thanked the Leadership Committee for their promotion and co-sponsorship of the program.

She reported that the ALCTS Board has identified a need to offer an ongoing curriculum to better educate the ALCTS membership. Leadership Development has been asked to develop programs for the Annual Conferences to address this need. The Orlando program entitled "Effective Committee Management: Basic Skills for Success" will feature Olivia Madison, Immediate Past President, ALCTS as the speaker. It will be Saturday, June 26 from 10:30-noon. The topic will hopefully attract a larger audience beyond ALCTS. Libraries would benefit from having staff with better committee management skills, as would ALA and its divisions. ALCTS Leadership Development would certainly welcome CLS Leadership Development's co-sponsorship of the program. A topic has not yet been identified for Annual 2005 in Chicago.

She also reported on a new session that will be offered at Midwinter 2004 in San Diego on Saturday, January 10 from 9:30-11:00. Prospective volunteers for ALCTS division and section committees will be invited to meet the appointing officers for 2004/2005 committees. The session will also be promoted to prospective new ALCTS members. The presenters will discuss the opportunities and responsibilities for members serving on ALCTS committees. The hope is that this session will attract potential new ALCTS leaders.

The CLS Leadership Committee voted in favor of co-sponsoring the Orlando Program and will forward the recommendation to co-sponsor the Orlando program to the Executive Committee for its approval. The committee also felt the idea of meeting with those appointing members to committees might be beneficial to CLS. It was suggested that such opportunity might be made in conjunction with the Friday Night Feast or following the Program meeting.

Cynthia Peterson reported on the CLS Survey concerning hiring library directors. The decision was made early on that we should survey about five librarians, five Deans (or Library Director supervisor if not the Dean), and five members of a search committee. She worked off the lists of the Library Director mentor program participants from 2001-2002 and 2002-2003 and sent emails to all of those directors and told them about the survey, alerting them that they might be contacted. She also requested that they send the names and contact information for the Deans and/or search committee members who would be good candidates for our survey. She reported that we have an adequate pool of librarians and search committee members and four Deans - and is hoping to get at least one more willing to participate. Some of the search committee members on the list are teaching faculty - a couple of them are library staff members, so it might be very interesting to see if they have a different take on things.

The other area to be surveyed was one or two placement agencies and she has the names of two.

She took survey questions that were developed by her predecessors on this project and have put together an online form that allows callers for the phone survey to input information directly. That will then collect all the information in one place at which time it can be downloaded into a database or spreadsheet. If you are interested in seeing the form and/or the questions you can access it at: <http://www.formsite.com/vikingnetny/form969230300/index.html>

She requested volunteers to make the survey calls and then noted she would be seeking someone to do the analysis and to write the article as the press of business keeps her from

continuing the work (recently migrated to a new system and now we're going into a renovation/refurbishment/reorganization of our physical facilities and finally at the task force/planning committee stage)

Tom Carter provided an update on the progress toward an article on "The Extroverted Librarian for C&RL News. Last year the Committee discussed the importance of encouraging librarians to become active on their campuses, outside of their traditional roles in the library, in order to promote resources and services. We wondered to what extent library directors required outside activity on the part of their librarians and, if so, what kinds of activities. Tom volunteered to conduct an email survey of CLS directors and did so in the spring, 2002. He received over thirty responses. Nineteen indicated the libraries had formal policies encouraging librarians to be active outside the library, and sixteen of the nineteen policies are written. However, none of the policies are written specifically to encourage activity outside the library to promote resources and services. Nearly all (14) of the policies are part of the personnel documents of the various institutions, generally as part of promotion and tenure criteria and faculty status. It appears that little is done in a formal way to encourage outside activity to promote the library.

Stephanie Orphan, the Editor-in-Chief of C&RL News, thinks a report of this research might fit well as a boxed article in the News from the Field column (@ 1,000 words. Tom will submit a manuscript before Christmas reporting my findings from the email survey of college library directors and hopefully it will see print early next year.

Larry Hardesty presented a report on the College Library Directors Mentor Program. He matched 15 first-year directors this fall which now makes 174 matches for the 12 years of the program. Mignon Adams, Tom Kirk, and he are now working on the seminar, which starts January 6. Connie Dowell, a former participant--2nd year of the program, now library director at San Diego State University, is hosting us this year. For the second time in the history of the program, Larry matched myself with a first-year director. He is Mark Tucker, who is a long time colleague and friend dating back to the mid 1970's when he was reference librarian at Wabash and Larry was reference librarian at DePauw. Mark hardly needs mentor, but Larry is happy to listen to him and to reaffirm his good judgment, as often is the case in the mentor program. Larry is traveling to Abilene Christian University (Abilene, Texas) on Thursday (a four hour drive) where Mark assumed his new position this fall after a 20 year plus career at Purdue University and getting a taste of what he has been asking my colleagues to do so many times over the years. By all accounts the program continues to flourish, in large part because of experienced colleagues who generously contribute their time.

College Library Directors' Mentor Program (Mentor/Mentee list attached)

This fall begins the 12th year of the College Library Directors' Mentor Program. During the first 11 years, 159 first-year College Library Directors' have participated in the program. During that

same time 92 experienced directors have served as mentors, including many who have participated in the program originally as first-year directors. While there is overlap between the two groups, well over 200 college library directors have participated in the program in its first 11 years, which is a substantial portion of college library directors in this country. The participants represent more than forty of the fifty states. This year should prove to be another banner year with twelve first-year directors matched with mentors by September 1.

The program continues to consist of three major elements: 1) the matching of first-year college library directors with experienced college library directors; 2) a two and a half day seminar with the first-year directors prior to ALA Midwinter; and 3) the New Directors list serve open only to participants in the program. I continue to manage the program, match the participants, and take care of most of the logistics. Mignon Adams, Director of Library and Information Services of the University of the Sciences in Philadelphia conducts the seminar, along with Tom Kirk, Library Director at Earlham College, and myself. Damon Hickey, Director of Libraries at the College of Wooster, manages the list serve. Obviously this program would not succeed without the contributions of many of the college library community, including the numerous experience library directors who have served as mentors over the years.

The comments from the participants this past year probably can best convey the benefits of the program:

Having someone to talk with that was not associated with my parent institution helped to provide an objective and neutral opinion of some of the political situations I faced this year.

I know that I will always be able to ask for suggestions from [my mentor] and that he will give me honest, constructive appraisals of the situation.

I left the seminar feeling I could trust this group of individuals to help me brainstorm on difficult issues, but yet keep my information confidential.

It was gratifying to learn that many of the issues confronting me were also being dealt with by my colleagues.

When questions are posted [on the list serve], the advice is simply great!

The list serve has been invaluable to me during this year as a sounding board for issues and as a barometer to measure what issues are important in libraries. Participants are candid sharing information and opinions and have garnered an incredible amount of help from this resource

My mentor was always very open and willing to give advice and suggestions as needed. I felt I could talk with her about anything going on in my job. I wasn't "going it alone!"

Additional information about the program is available at the following website:

http://www.ala.org/Content/NavigationMenu/ACRL/About_ACRL/Sections/College_Libraries/Programs_and_Discussion_Groups/College_Library_Directors_Mentor_Program.htm or contact:

Larry Hardesty, College Librarian, Abell Library, Suite 6L, Austin College, 900 North Grand Avenue, Sherman, Texas 75090-4402; 903-813-2490; lhardesty@austincollege.edu

Discussion then turned to issues of leadership and ideas that support our mission in areas of recruitment to the profession and to college librarianship in general or ideas on how leadership is manifest in college librarianship. The hope was to find in these ideas and their discussion a variety of potential initiatives directing the work of the committee as we move forward. There was little discussion (parenthetically, I have found most ideas in this area happen at face to face meetings and that it hasn't happened well in virtual meetings yet). Then program tentatively outlined in Toronto was then discussed. While there were very few attendees at Toronto, the discussion was excellent. We tentatively agreed to plan and propose a program on "Training our successors - what you want to pass on". The program format was viewed as a conversation between directors seeking successors as they approach retirement - delineating what they see as necessary qualities and what they wish to pass on as well as conversation with persons looking to move into leadership positions. We wish to propose the program for ACRL in Minneapolis under the conference theme track of Changing Environments and Cultures (sub area of Library Human Capital). The Call for Participation appeared in the most recent C&RL News (November 2003). Alternatively, we could also propose the program for 2005 Midwinter or Annual. CLS Executive will need to endorse the idea to move forward.

The virtual meeting was then closed with a request for participants to send comments to the chair.

Committee Purpose:

To encourage the leadership development of college librarians within the college community.

- 1.) Minutes of last meeting
- 2.) Introductions
- 3.) Report of Toronto ALCTS Meeting & ALCTS Leadership Development Committee report and discussion - Dina Giambi
- 4.) Mentor Program update/report - Larry Hardesty
- 5.) Report on progress toward article on successfully hiring a college library director - Cynthia Peterson
- 6.) Report on survey being conducted for article & volunteers to conduct survey - Cynthia Peterson
- 7.) Review of potential publications for article
- 8.) Extroverted Librarian - Thomas Carter (C&RL News)
- 9.) College and Undergraduates Library Journal article
- 10.) Recruitment to the profession and college librarianship ideas
- 11.) Program Planning - "Training our Successors – what you want to pass on". The format is viewed as a conversation between directors seeking successors as they approach retirement and those persons looking to fill those positions.

12.) General discussion of other potential actions for support of purpose

13.) Other

Attendees:

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dinag@udel.edu M. Dina Giambi (Chair ALCTS Leadership Development Committee)

khastings-merriman@mcneese.edu Kevin Hastings-Merriman (Guest)

Respectfully submitted,

John Jaffe

Chair