

CLS Leadership Committee

JW Marriott, Washington DC

Monday, January 15, 2001, 9:30 a.m.

Present: Rick AmRhein, Tom Carter, Mark Cain, Mary Ellen Chijioke (guest), Evan Farber, Tara Lynn Fulton, and Damon Hickey (chair).

Article on Successful Searches for Library Directors. Rick AmRhein will coordinate, and Chris Millson-Martula and Tara Fulton will assist, in developing an article for a non-library academic audience on successful searches for library directors. Tara has found an earlier article on the topic, and she will send it to the others. A recent *Library Issues* article focuses on university libraries. We need to decide what our particular approach will be. Our target audience will be college administrators, not librarians. The topic is timely, since there seems to be a shortage of candidates, especially for management positions.

Programs for ACRL National in Denver. Mark Cain spoke about the program, "The College Library Directorship as a Career Alternative for Mid-Level University Library Managers," which will be offered on Saturday, March 17, 4:00–5:30 p.m. Final plans for the program are well under way. Participants will include Steven Bell, director of the library, Philadelphia University; Barbara Brown, university librarian, Washington and Lee University; Mark Cain, director of information services and support, College of Mount Saint Joseph; Susan Richards, university librarian, Lawrence University; and Susan Swords Steffen, director of the library, Elmhurst College. Evan asked whether there is a study of how many college library directors have come from university library middle management. A survey of this question via the COLLIB-L and Newdir lists might prove fruitful.

Larry spoke about the program, "Developing Future Leaders through the College Library Directors Mentor Program," which will be offered on the same day, 1:30–3:00 p.m. Larry, Evan, and Mignon Adams will present reflections on the first nine years of the program. Susan Campbell, library director, York College of Pennsylvania; Lisabeth Chabot, college librarian, Mary Baldwin College; Paul Frisch, director of the library & instructional technology, SUNY College at Old Westbury; Carolyn Sheehy, director of library services, North Central College; and Sue Stroyan, university librarian, Illinois Wesleyan University will discuss various aspects of their experiences as mentors and new directors, on a panel moderated by Damon. Audience discussion will follow.

Mentoring Program. 130 new directors have participated and about 80 mentors, in almost every state, since Larry Hardesty began the program 9 years ago. Larry did not send out letter to deans this year, but had a very good response anyway—more calling and word-of-mouth. The program is self-supporting, building a little reserve, which funded the Tuesday-night meal and Friday lunch at the seminar this year. No financial aid has been offered because it is hard to determine objectively who is really in need. This year's class included a lot of people with a lot of experience. In response to a question by Mary Ellen, Larry responded that some of these people have done panels for state or regional library associations. There have also been some reunions. The committee thanked Larry and Austin College for supporting the program.

ACRL Strategic Plan. The committee has been asked by the CLS Executive Committee to look at

the ACRL Strategic Plan to see where its activities would support the plan. We identified the following:

- 1.1. Librarians understand their roles as information leaders in their institutions: the New College Library Directors Mentoring Program.
- 1.3. ACRL increases its efforts to promote academic librarianship: a possible future direction for the committee.
- 2.3. Skills of academic librarians are developed and librarians are seen as leaders in institutional change and improvement of learning and teaching practices: the committee hosted a discussion program on this topic.
- 4.1. Leadership skills among academic librarians are strengthened. "Every librarian a leader" is fully realized: the committee sponsored two discussion sessions on this topic.

Future Directions. Tara mentioned "The Extraverted Library" (Scottie Cochrane's theme for her year as CLS chair)—getting the librarians outside of the library on campus to promote library's services. How might we encourage that? Evan responded that the perception of librarians on campus by students is critical. Students tend to see librarians as hushers and finers (like school librarians), and academic librarians must work to create a different reality and perception. Tara suggested developing a collection of essays on the topic. A series of articles could be offered to *C&RL/C&RLNews*, and could be collected eventually? The focus should be on how the director encourages librarians to develop a different perception of their role on campus and to embrace change. (Mark commented that there are at least two types of people: those who are change junkies and those who are "masters" who have developed a set of skills, and sometimes have to dismantle what they have built when change is forced upon them.) The Committee could brainstorm topics and do an rfp through COLLIB-L for papers. Tom Carter agreed to shepherd this project.

Other possible future topics (from Tara from the College Library Directors' Discussion Group):

- Justifying the need for a new building/librarian as fundraiser? as extravert (convincing administration to make library construction top priority)?
- Recruitment.
- How to work with IT people for conceptual campus planning.
- Assessment, especially information literacy.
- Strategic planning.
- Fundraising.
- Distance education.
- Changing role of librarians.

Damon D. Hickey, chair