MLIS 7260 Leadership in Libraries and Information Centers

Syllabus    Assignments    Course Objectives

Instructor: Dr. Ravonne A. Green, Department of Information Studies
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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.


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 Prerequisites or Co-requisites: MLIS 7000 and MLIS 7200

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 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 Stueart & Moran website. [http://www.eLearning@lu.com/management](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](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.

Send the course evaluations to Mrs. Karrie Yeatman kyeatman@valdosta.edu
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 (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/cf0/m0EIN/2001_May_24/7496200/p1article.html)

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://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

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**


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


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:**


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


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


Academic librarians-responsibilities, competencies and status.


Organizing and managing academic libraries.

