

# Is the Devil You Know Better than the Devil You Don't Know: Issues in Academic Library Leadership Recruitment

*Rosita E. Hopper*

## Background

Hiring executive leaders from within an organization is an acceptable leadership succession strategy in corporate America<sup>1</sup> but is not typical for replacement of academic library administrators.<sup>2</sup> Yet, research confirms that changes in executive leadership are periods of instability and risk for any organization<sup>3</sup> Furthermore, there is evidence to suggest that leadership transitions with internal successors—employees who have been part of an organization for five to ten years—may be less destabilizing and contribute to a sense of continuity from the departing to the incoming leadership.<sup>4</sup> This factor in combination with recent anxiety about the ‘graying’ of the library profession<sup>5</sup> makes the study of executive succession of greater relevance than ever. Wilder confirmed that “librarians, particularly academic librarians, are older than professionals in all but a handful of comparable occupations.”<sup>6</sup> Whitmell noted that “Even with caveats introduced by a consideration of other social trends, the aging of the library workforce remains a cause for concern.”<sup>7</sup> The concern therefore is that without sufficient numbers of professionals to conduct the work of academic librarianship, positions will go unfilled. Furthermore, it presages a time when the pool of prospective librarians from which to hire will lack the depth that one finds in a profession less challenged by this type of demographic. Wilder projected that between 2010 and 2020, 27% of the library workforce would retire.<sup>8</sup>

“Succession planning,” noted Whitmell “offers a way to deal constructively with the issues raised by both the aging workforce and the array of other changes that are affecting libraries.”<sup>9</sup>

## Literature Review

A change in the leadership of an academic library is a significant event in the organization’s history. We know that while leadership is not all that matters, it is among the most important elements contributing to either the success or decline of the library. Academic libraries are no different from other organizations in that they require a compelling interpretation of their meaning, persuasively articulated and then reinforced through the implementation of related activities and applications. Typically it is the executive leader—whether dean, director, or head librarian—who is responsible for providing what in sum is the overarching vision for the library. Leadership does however change. Leaders relocate or retire, and while some have forecast a “library leadership crisis,”<sup>10</sup> the recruitment of leadership replacements represents an opportunity the import of which to date has not been sufficiently examined within LIS literature. Leadership recruitment is after all that process by which individuals “likely to be successful and to contribute as leaders” are identified.<sup>11</sup> The Association of College & Research Libraries Focus on the Future Task Force recognized the recruitment, education, and retention

---

*Rosita E. Hopper is Dean of Libraries, at Johnson & Wales University, e-mail: rhopper@jwu.edu*

of librarians as the first of seven top issues for academic libraries.<sup>12</sup>

The turn of the 20<sup>th</sup> century did bring about in LIS literature an acknowledgement that due to demographic trends within the profession a larger than ever percentage of librarians were approaching retirement age, a problem compounded by historically low salaries, competition from the computer technology industry for talented recruits, declining enrollment in MLS programs, and at the time a relatively low unemployment rate.<sup>13</sup> In response to the anticipated 'labor gap' the ACRL established the Ad Hoc Task Force on Recruitment & Retention. A panel of eleven experts—themselves in positions of leadership at ARL institutions—concluded that among other strategies to recruit and retain effective library professionals academic libraries must "consider continuing education and career development for existing staff, e.g. 'grow your own' strategies."<sup>14</sup> Included within this strategy was the recommendation to identify potential future managers and 'grow' the individuals into future management roles. Acknowledged as a form of succession planning, the Task Force concluded that "making sure future managers are 'in the pipeline' is critical to the continued functioning of the organization."<sup>15</sup> What is not entirely clear from this recommendation is whether libraries are to develop future managers for recruitment to positions of leadership within the same institution, or whether future managers are to be developed for assumption of leadership roles at other institutions. The remark by the authors that succession planning is "more traditional in the private sector"<sup>16</sup> suggests awareness that internal development and promotion of future leadership exists as an under-explored option in academic libraries. A review of the literature confirms that in spite of some commentators calling for libraries to develop "bench strength" (i.e. the ready availability of adequate replacements for departing leaders) in order to better prepare for leadership transitions<sup>17</sup> succession planning and the recruitment of internal talent has become neither an activity typical of academic libraries nor a topic of rigorous LIS research. Yet, the literature is not entirely without research on leadership recruitment.

Through a survey of the fifty largest ARL institutions, Mayeski and Sharrow<sup>18</sup> undertook a study to identify the problems associated with recruitment of middle and upper level research library managers. The data revealed a high percentage of searches had

been reopened one or more times due. Also specific to academic libraries is Catherine J. Matthews' exploration of "the issues around the expectations of both the individual and the institution that are uncovered in the process of job transition."<sup>19</sup> The job transition under examination is that of an external recruit assuming the position of chief librarian and Matthews' analysis is "organized primarily around the Nicholson and West model of "Transition Cycles. According to Matthews the Nicholson and West model has four stages: preparation, encounter, adjustment, and stability."<sup>20</sup>

Important questions for academic library leadership succession could indeed be derived from Richard F. Vancil's book-length study comprised of interviews with twenty-nine corporate sector executives about their succession experiences. A fundamental reason for undertaking the study was to identify and describe current good practice in the process of CEO succession."<sup>21</sup> Also seminal to an understanding of corporate leadership succession, and generating important questions to be repeated in the academic sector, is William J. Rothwell's work "Effective Succession Planning: Effective Leadership Continuity and Building Talent from Within," already in its third edition. Prefatory remarks in all three editions note that "a chronic crisis of governance—that is, the pervasive incapacity of organizations to cope with the expectations of their constituents—is now an overwhelming factor worldwide."<sup>22</sup> It is the chronic crisis of governance, Rothwell argues, which creates the need for effective succession planning, as distinct from mere replacement planning. Whereas replacement planning addresses methods for reducing operational upheaval due to unexpected loss of "key job incumbents," effective succession planning is "proactive and attempts to ensure the continuity of leadership by cultivating talent from within the organization through planned development activities."<sup>23</sup>

### Problem Statement

At no time in history has the imperative for effective change agency been greater in academic libraries. The need to expand recruitment options for academic libraries has also never been so dramatic, as academic librarianship faces both the graying of the profession, widespread budgetary shortfalls, competition with higher paying industries, and even the widespread perceptions of imminent irrelevance. No previous

research has studied the connection between the recruitment origins of a new academic library leader and the leader's ability to lead significant organizational change. Is there an identifiable pattern of organizational change associated with the origin of a newly appointed library leader? Is an organization with a mandate for change more likely to appoint either an internal or an external recruit? Are there specific types of organizational change that lend themselves to either internal or external recruits? Answering these questions will improve our understanding of change agency in academic libraries, thereby improving the profession's ability to evolve and grow. Through the establishment of empirical evidence regarding the connection between recruit origins and change agency this study can lead to an improved understanding and expansion of leadership development and recruitment practices in academic libraries.

**Methodology**

The objective of this study was to identify, compare and contrast elements of academic library leadership recruitment and transitions within the context of the workplace in order to better characterize the advantages and disadvantages of leaders hired as internal candidates from within the organization, and leaders hired as external candidates from outside the organization. Because of the practice-based and comparative nature of the questions, the study combined a "two-case" case study design with a Delphi panel review of the case study findings. In examining two separate academic libraries, one with an internally recruited leader and one with an externally recruited leader, the researcher conducted one on one interviews with the library director, university provost, and library personnel regarding the incumbent director's recruitment process, transition from previous to new incumbent, as well as influences of the new incumbent in each of the settings. Following the case study portion of the research, a Delphi panel process was conducted, in which two consecutive questionnaires were distributed to a group of six panelists with expertise in the field of academic library leadership. The panel included two externally recruited academic library directors, one internally recruited academic library director, and one researcher on academic library leadership, one university administrator, and one professional executive recruiter.

**Data Collection Strategy**

The primary data set was the content of the interviews. Recordings were made for two reasons: 1) to free the researcher to concentrate on the conversation with the participants, rather than on trying to take notes; and 2) in order to have interview transcripts for later analysis.

A total of 204 pages of interview transcript were created, 99 pages related to Site A and 105 pages related to Site B. Due to equipment problems, three of the interview recordings could not be adequately transcribed and were therefore, beyond impressions the researcher gleaned from those interviews, they were not used in the final data set.

**Method of Case Study Data Analysis**

Due to the nature of the transcription process it allowed the researcher intensive immersion in the content of the interviews. During the transcription process the researcher noted key recurrent words within each interview that related particularly to the research questions. (Table 1)

Appointment	Library
Budget	Organization
Challenge	Outsider
Change	Predecessor
Conditions	Problem
Dean	Provost
Director	Recruit
Effectiveness	Search
External	Staff
Funding	Style
Honeymoon	Support
Incumbent	Transition
Internal	Trust
Leadership	University

Following the transcription process, the researcher read through each transcript several more times and determined 14 themes by which to encode the data. Using a standard Word processing program, the researcher then compiled and sorted by each of the fourteen themes comments by interview participants, resulting coded sets of remarks relating to the leadership recruitment process at each of the sites. (Table 2)

**TABLE 2**  
**Interview Themes**

1.	Candidates, Internal v. External
2.	Director's position, History of
3.	Director's position, Interim period of
4.	Library, Conditions under predecessor
5.	Predecessor, Departure of
6.	Predecessor, Style of
7.	Successor, Appointment of
8.	Successor, Changes under
9.	Successor, Comparison with predecessor
10.	Successor, Future challenges for
11.	Successor, Satisfaction with
12.	Successor, Search for
13.	Successor, Style of
14.	Successor, Transition period with

Based upon the coded analysis of the interview transcripts the researcher developed a set of research findings to be further explored through a Delphi panel review process.

### ***Method of Delphi Panel Data Analysis***

In round one of the process, panelists were presented with two statements for each of the following areas associated with academic library leadership succession: recruitment, appointment, transition, and change agency. Panelists were asked to first respond by agreeing with, disagreeing with, or remaining neutral towards each of the statements. They were then asked to explain their response. Through this process the researcher was able to quantitatively determine the extent of agreement among the panelists on the eight statements in the questionnaire, as well as derive a qualitative understanding of panelist responses to the statements.

Round two consisted of a questionnaire which provided panelists with one statement on each of the four areas of inquiry: recruitment, appointment, transition, and change agency. Each statement represented the researcher's distillation of the panelist responses to the first questionnaire. In round two, panelists were asked to agree with or disagree with each statement and provide explanations, particularly when disagreeing. A total of 5 out of the initial 6 panelists responded, providing the researcher with a combination of quantitative and qualitative data by which to assess consensus.

### ***Limitations***

Particular limitations of this study included the small number of institutions involved in the case studies, as well as the small number of Delphi panel participants. Furthermore, while all effort was made to assure interview participants the strictest confidentiality, some interview participants may have felt constraints in speaking candidly about an issue as sensitive in nature as the effectiveness of their library's leadership. Another limitation is the researcher's own history as an internally appointed library director.

### ***Case Study Findings***

#### ***Recruitment***

Based on the findings from these case studies, the element having the greatest impact upon the recruitment of a successor to a departed academic library director is university executive administration's perception of library conditions at the time of and just prior to the director's departure. At Site A, while library personnel had many concerns about the management style and operational decisions of Predecessor A, university administrators were unaware of these problems. There was sufficient university administration approval for Predecessor A and the success of the library under her leadership, for Provost A to ask Predecessor A to recommend, from among Site A library personnel, an interim director and potential permanent successor. Meanwhile at Site B, there was a serious schism between Predecessor B and the university's administration, to the extent where those in managerial positions at Site B library may have been—in the minds of university administrators—tainted by their association with Predecessor B. The low esteem in which university administrators at Site B appeared to hold the Site B library may have led to their omitting to name an official interim director. From all accounts, the employee who served unofficially in that role did a creditable job managing both the internal and external affairs of the Site B, and also had the support and respect of his colleagues. Yet, university administrators were intent on bringing in an outsider with a track record at a prestigious ARL organization. Unlike the recruitment process at Site A, no member of library personnel at Site B was invited to apply for the director's position.

It is significant that at Site B, a full search was conducted even as the library, under the leadership of the interim director, continued to develop in a number of

positive ways including the launch of a new learning commons. Support for the interim director was very strong among both library personnel and university administrators. It was confirmed however that a university charter dictated the necessity of conducting a full search to fill the library's director's position. While some of those interviewed at Site B felt that the search was 'pro forma' and could have been dispensed with—at considerable savings of time and cost—most agreed that with a likely internal candidate as the successor, a full-scale search helps to establish the credibility of the internal successor.

### ***Appointment***

At Site A the decision to appoint Successor A was in large part the result of the effectiveness of Successor A during his two years as interim director. It is not clear the amount of influence library personnel would have had upon the final decision however nearly all interviewed concurred that they were eager to avoid the destabilizing effect of bringing an outsider. Many referred to the positive impression Predecessor A had made during the search process, and the extent to which they'd been surprised and disappointed by her actual performance in the role of library director.

At Site B, the decision to appoint Successor B was met with approval although the preference for Successor B among the finalists had not been unanimous. While many of those interviewed at Site B were hoping for a leader with extensive operational experience, there was recognition that the fortunes of the library to a great extent depended upon the new director's credibility with university administrators and specifically with the university president. Thus, if there were concerns among library personnel that Successor B lacked experience at a range of organizations, they acknowledged that his background at one of the most highly-regarded academic libraries in the country might be sufficient compensation for other inadequacies.

### ***Transition***

In terms of impact upon an organization, the differences between appointing an internal candidate and an external candidate as library director were clearest during the transition from the predecessor to the successor. At Site A, where the new incumbent director stepped into the role completely familiar with the organization and its recent history, the transition barely

rated as such. If a transition period occurred it was during the period when Successor A was holding the position only as interim director. It was nevertheless noted that significant progress occurred even during the interim, which, as Kobulnicky noted, is a difficult period in which to implement major change.<sup>24</sup>

Significantly, Successor B spoke of his own awareness of the perils for an external recruit transitioning into the role of new incumbent. He remarked on the mistakes he had observed other new directors making in attempting to bring about significant change before having an adequate grasp of an organization's culture or history, and before taking sufficient time to develop a relationship of mutual respect and trust between library director and library personnel. At the same time, significant change did occur even during the transition period from the leadership of Predecessor B to Successor B. That change was the commitment of major additional funding for the library. Some of those interviewed for this research confirmed (while others surmised) that the decision to commit the funding had pre-dated the selection of the actual successor and thus could not truly be credited to the leadership of Successor B. At the same time, Successor B himself noted that he was able to use his recruitment process as bargaining leverage, making major funding increases a key condition of his accepting the appointment.

### ***Change Agency***

In examining the abilities of the new directors to effect significant change, both in the short and in the long term, there are advantages to being an internal recruit as well as advantages to being an external recruit, and quite possibly the most significant factor should be a good understanding by university administrators of what type of change is most needed. At Site A, where the library was well-regarded but, along with most other areas of publicly funded higher education, was experiencing major budget cuts, the needed changes were for strengthened but not necessarily overhauled library services. Furthermore, a statewide program to reduce payroll expenses through voluntary early retirements was having a predictably destabilizing effect upon the morale of library as well as other university personnel. The appointment of an internal recruit as library director provided a stabilizing effect. At the same time, many of those interviewed, including Successor B, noted Successor B's efforts to distinguish himself

from his predecessor. He did this by almost immediately implementing a reorganization of reporting lines, as well as by using a markedly different style of communication. In other ways, he chose to continue some of the plans and activities already underway through the leadership of Predecessor A, notably the operational interdependency between other neighboring academic libraries, participation in high profile professional organizations and agencies on a national and regional level, the establishment of new styles of library services, most notably through a learning commons as well as conversion from paper to electronic resources, and continued outreach to university administration, faculty and friends of the library.

Like Successor A, Successor B also reorganized reporting lines although not as soon after assuming the director's role, and possibly with less success. Furthermore, the reorganizations at each of the sites were in opposite directions. At Site A, the reorganization was a flattening of reporting lines in order to increase communication between executive administration and middle management within the library. It was intended to bring middle management into the decision-making process. At Site B, meanwhile, the reorganization resulted in a return to more graduated reporting lines through the establishment of a triumvirate of assistant university librarians. While many of the library personnel interviewed for this research understood the impulse behind this reorganization, i.e. a reasonable need for the library director to delegate and thus share some of the key executive responsibilities, those most affected, i.e. middle managers, also reported a sense of alienation from the decision-making process, and nostalgia for times when they had possessed greater influence upon and greater access to the seat of executive power. Nonetheless, the reorganization was credited by others as undoing long-established 'group think' mechanisms that had ultimately defeated effective decision-making or the implementation of effective change.

Both sites in this study underwent some major developments under the leadership of the new directors, including reorganization of reporting lines, library space renovation, replacement of outdated furnishings and technology, and development of information resources either through the addition of new materials or conversion from paper to digital resources

The findings of this research confirmed that there are significant differences between having an internal

recruit and an external recruit assume the role of library director. The more clearly these differences are understood, the better able organizations will be to determine which type of recruit would be best suited to the organization's circumstances.

### Delphi Panel Findings

Round one presented panelists with a questionnaire comprised of 8 statements, 2 each on the following categories associated with a leadership change: recruitment, appointment, transition and change agency. Panelists were asked to agree, disagree or remain neutral in response to each question as well as provide an open-ended explanation of their response. (Table 3)

The responses demonstrated that there was consensus or near-consensus among the panelists on all questions. Based on the panelists' open-ended explanations of their responses, the researcher developed

<b>TABLE 3</b> <b>Delphi Panel Round One Questionnaire</b> <b>(Agree/Disagree/Neutral)</b>
1. Even when an organization has within its ranks a likely successor to a departing library director, it is important for the organization to conduct a full-scale search that seeks candidates from both inside and outside the organization.
2. Appointing an internal successor without a full-scale search is an acceptable way for an organization to replace a departing library director.
3. An internal candidate is more likely to be appointed when university administrators are satisfied with the effectiveness of the previous library director.
4. The opinion of library staff matters less than the opinion of university administrators in determining the right successor for the position of library director.
5. The transition period for an internal hire to the director's position is likely to be shorter than the transition period for an external hire.
6. The 'honeymoon' period (i.e. a time of unusual harmony following the establishment of a new relationship) for an internal hire is likely to be shorter than it would be for an external hire.
7. An internal hire as library director is just as likely as an external hire to be an effective agent of organizational change.
8. Having a good understanding of an organization's culture is a key advantage that an internal successor can bring to the director's position.

a second round of four statements; each statement summarized panelist perspectives on each of the four themes. Panelists were then asked to either agree or disagree with each statement and provide an explanation of their response, particularly if disagreeing. (Table 4)

Regarding the recruitment process, five of the six panelists concluded that a full-scale search is the ideal method by which to identify a successor to a departing library director. They confirmed that even when a well-qualified internal candidate is the eventual appointee, surviving a fair and objective search process consolidates the appointee's claim to the role, while an internal appointee who has been promoted through fiat may lack some credibility.

As far as the appointment decision, the panelists concluded that university administrators have the greatest influence over appointments of library directors. They also indicated that a key responsibility of university administrators in making such appointments is open communication with library personnel about strategic goals of the library and how these fit into the larger strategy of the institution.

According to the panelists, while the transition period during which the new incumbent takes

over the leadership of a library may be shorter and smoother with an internal successor, this should not be the most significant factor in the selection of a successor.

Finally, the panel concluded that the understanding of an organization's culture that an insider potentially brings to a leadership succession is a key advantage in effecting positive organizational change but that the fresh perspective an outsider brings can be equally productive in fostering organizational development and growth.

**Conclusion**

This study was exploratory in nature, attempting to identify some of the key issues associated with academic library leadership succession in relation to the advantages and disadvantages of internal and external successors to positions of library leadership. Analysis of the case studies suggested that when university administrators see the library in a positive light they are more likely to appoint an internal successor, and that with a suitable internal candidate this can be advantageous for an academic library, even one facing the need for significant development or change. The data

**TABLE 4**  
**Delphi Panel Round Summary Statements (Agree/Disagree)**

<p>1. Overall, a full-scale search is the ideal method by which to identify the candidate best-suited to position of academic library director, even though such a search is an expensive and timely process. Because of the advantages that even an internal candidate will obtain from being selected through a full-scale search process, an organization should not forego a search process even when a strong internal candidate exists. The only possible exceptions would be for interim appointments, or when library staff support for an internal candidate can be objectively confirmed.</p>
<p>2. While the appointment decision is complex and generally reflects a wide array of factors such as organizational culture and the range of available candidates, an organization's executive administrators will most likely have the broader picture in mind for the strategic goals of the library and—while taking the opinion of library personnel into account—do have the ultimate responsibility and authority to appoint the next successor and sure clearly communicate where there this authority resides.</p>
<p>3. While the appointment of an internal hire is likely to have the advantage of a shorter, smoother transition period, this advantage should not be the overriding factor in an appointment decision. Furthermore, due to the wide range of elements affecting the performance of a library director at any given time, the length of the 'honeymoon' period is determined less by whether the successor was an internal or an external candidate, than by the quality of his or her actions upon assuming the director's role. Excuses for poor decisions are no more likely to be made for someone who was hired from outside the organization than for someone who was hired internally and is thus expected to bring to the position a good understanding of the organization.</p>
<p>4. The multitude of factors affecting a library director's success as a change agent precludes the possibility of generalizing about likely effectiveness on the basis of whether the new successor came from inside or outside of the organization. Having a well-developed understanding of the organizational landscape might be an advantage for the insider, but is no guarantee of effective change agency. Meanwhile the outsider brings to change agency the advantage of a fresh perspective.</p>

suggested that many of the stresses associated with the adjustment to new leadership are reduced or eliminated, and the internal candidate more than likely brings to the role a keen understanding of the library's condition. The case study data further confirmed that when university administrators are dissatisfied with the performance of the library and the departing director, an external candidate is more likely to be appointed. The data did not however suggest that an external candidate will necessarily be more successful than an internal candidate in effecting positive change. In fact, aside from capitalizing on their status as an outsider who may potentially have prestigious connections to other organizations, the outsider may face significant obstacles to implementing lasting and meaningful change. Nevertheless, the commonly held view of experts in the field of academic library leadership continues to be that the fresh perspective of the outsider is as an advantage of which insiders may be deprived. The case study research suggests however that it will be the quality of an outsider's relationships with university leadership as well as with library personnel—in other words what happens when they have been around long enough to qualify as an insider—that predicts their ultimate effectiveness as a change agent. This research also confirms that there exist specific conditions in academic libraries to which the appointment of either an internal or an external successor is more suitable. Thus, future research might focus on more thoroughly characterizing those conditions. In an era when academic libraries like so many other non-profit sector organizations are being expected to establish their management bona fides and demonstrate both efficiency and effectiveness, and at a time when there are questions about from where future leadership will derive, it is worth determining how internal leadership succession planning and development can be more effectively integrated into leadership succession best practices.

## Notes

1. Dan R. Dalton and Idalene F. Kesner, "Organizational Performance as an Antecedent of Inside/Outside Chief Executive Succession: An Empirical Assessment," *Academy of Management Journal* 28, no. 4 (1985): 749–762, Kesner and Terrence C. Sebora, "Executive succession: Past, Present and Future," *Journal of Management Development* 21, no. 9/10 (1994): 761–779, William J. Rothwell, *Effective Succession Planning: Ensuring Leadership Continuity and*

*Building Talent from Within*, 3<sup>rd</sup> ed. (New York: Amacom, 2005), Valerie I. Sessa and Jodi J. Taylor, *Executive Selection: Strategies for Success*, (San Francisco: Jossey-Bass, 2002).

2. Association of College & Research Libraries, Ad Hoc Task Force on Recruitment & Retention Issues, *Recruitment, retention and Restructuring: Human Resources in Academic Libraries*. (Chicago: ACRL, 2002), Mary M. Nofsinger and Betty Galbraith, "Streamlining the Hiring Process: How to Get the Best Candidates for the Job," *College & Research Libraries News*, 61, no. 6 (2006, June): 491–501, Laine Stambaugh, "Recruitment and Selection in Academic Libraries," in *Human Resource Management in Today's Academic Library: Meeting Challenges and Creating Opportunities*, ed. Beth McNeil (Westport, CT: Libraries Unlimited, 2004): 27–36.

3. Nancy A. Armstrong, "The Search for a Law Library Director," *Law Library Journal* 98, no. 2 (2006, Spring): 253–267, Thomas N. Gilmore, *Making a Leadership Change* (San Francisco: Jossey-Bass, 1988), Kevin S. Groves, "Integrating Leadership Development and Succession Planning Best Practices," *Journal of Management Development* 26, no. 3 (2007): 239–260, Yan Zhang and Nandini Rajagopalan, "When the Known Devil is Better than the Unknown God: An Empirical Study of the Antecedents and Consequences of Relay CEO Successions," *Academy of Management Journal* 47, no. 4 (2004): 483–500.

4. Bonnie A. Osif, "Successful Mentoring Programs: Examples from Within and Without the Academy," *Journal of Business & Finance Librarianship* 13, no. 3 (2008): 335–347, William J. Rothwell, *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*, 3<sup>rd</sup> ed. (New York: Amacom, 2005).

5. William M. Curran, "Succession: The Next Ones at Bat," *College & Research Libraries* 64, no. 2 (2003): 134–40, Peter Hennon, Ronald R. Powell and Arthur P. Young, "University Library Directors in the Association of Research Libraries: The Next Generation, Part One," *College & Research Libraries* 62, no. 2 (2001): 116–145.

6. Stanley J. Wilder, *The Age Demographics of Academic Librarians—A Profession Apart: A Report Based on Data from the ARL Annual Salary Survey*, (Washington, DC: ARL, 1995): ix.

7. Valerie Whitmell, "Workforce and Succession Planning in Special Libraries," *Feliciter* 51, no. 3 (2005): 136.

8. Wilder, *The Age of Demographics in Academic Libraries*, ix.

9. Whitmell, "Workforce and Succession Planning Special Libraries," 136.

10. Donald E. Riggs, "Crisis and Opportunities in Li-

brary Leadership," *Journal of Library Administration* 32, no. 3–4 (2001): 16.

11. Mark D. Winston, "Recruitment Theory: Identification of Those Who Are Likely to Be Successful as Leaders," in *Leadership in the Library and Information Science Professions*, ed. Mark D. Winston (New York: Haworth, 2001): 20.

12. W. Lee Hisle, "Top Issues Facing Academic Libraries: a Report of the Focus on the Future Task Force," *College & Research Libraries News* 63, no. 10 (2002): 714.

13. George Bynon and Pat Hawthorne, *Recruitment, Retention, and Restructuring: Human Resources in Academic Libraries: A White Paper by the Ad Hoc Task Force on Recruitment & Retention Issues*, (Chicago: Association of College & Research Libraries, 2002): 4.

14. *Ibid.*, 5.

15. *Ibid.*

16. *Ibid.*, 32.

17. Jean M. Holcomb, "Succession-Planning Strategies for Law Libraries: Lessons from the Minor Leagues," *Law Library Journal* 98, no. 2 (2006, Spring): 433–438, Margaret Oldroyd, *Developing Academic Library Staff for Future Success* (London: Facet, 2004): 41–60, Paula Singer, Jeanne Goodrich and Linda Goldberg, "Your Library's Future: When Leaders Leave Succession Planning Can Smooth the Transitions," *Library Journal* (1976) 129, no. 17 (October 15, 2004): 38–40.

18. John K. Mayeski and Marilyn J. Sharrow, "Recruitment of Academic Library Managers: A Survey," *Journal of Academic Librarianship* 8, no. 3 (1982): 151–154.

19. Catherine J. Matthews, "Becoming a Chief Librarian: An Analysis of Transition Stages in Academic Library Leadership," *Library Trends* 50, no. 5 (2002): 578–602.

20. *Ibid.*, 579.

21. Richard F. Vancil, *Passing the Baton: Managing the Business of CEO Succession*, (Boston: Harvard Business School Press, 1987): 274.

22. William J. Rothwell, *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*, 3<sup>rd</sup> ed., preface.

23. *Ibid.*, 10.

24. Paul J. Kobulnicky, "Between the Acts: The Interim or Acting Director of a Research Library," *Journal of Library Administration* 24, 3 (1997): 17.