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# ULS Universe

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## Report on the ALA Annual Program

### *The Compleat Leader: Blending Leadership and Management Skills*

— Kim Leeder

The question posed in the ULS program at ALA annual in Washington, D.C., “Leadership or Management: Which is It?,” has an admittedly obvious answer: “both.” Yet the implications of this response are far more complex than the single-syllable response would suggest. The program title served as the starting point for an expansive discussion of the skills employed by the individuals who stand at the helm of our organizations, and of the need for a conscious awareness of when we draw from

leadership skills and when we draw from management skills for the betterment of our libraries.

The program featured a panel made up of individuals at different points in their careers: Julie Todaro, Dean of Library Services at Austin Community College and ACRL President-Elect, representing those more established in librarianship; Karen Williams, Associate University Librarian for Academic Programs at the University of Minnesota Library, speaking as a mid-career librarian; and Adam



Benitez, recent graduate of the University of California at Los Angeles' MLIS program, as a brand new librarian with many years of paraprofessional experience. Moderating the panel was Shelley Phipps, Assistant Dean for Team and Organizational Development at the University of Arizona Libraries. A panel with such diversity in the participants' career stages offered insight

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## Message from the Chair

— Cheryl Middleton

**Greetings,** I'd like to introduce myself and give you some information about a few of the projects that your Executive Committee and other ULS Committees have been working on.

**Future Directions:** My primary goal as Chair of the section this year is to continue to support the ACRL advocacy and Outreach efforts, but to do so with more involvement from ULS membership. Currently, I am working with the ULS Executive Committee and Communications Committee to review the ULS website (<http://www.ala.org/acrl/uls>) so that it becomes a portal of information for librarians regarding issues that are of special interest to university libraries (e.g. faculty outreach, faculty engagement). To begin this process, the Communications Committee has issued an electronic survey to the membership to get your input on what you'd like your ULS website to embody. I urge you to take a look at our website and to respond to the survey (see page 7 for the link).

In keeping with the theme of involving more of the membership in our planning processes, I

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# Upcoming ULS Programs @ Midwinter '08

## ULS Current Topics Discussion Group: Evaluating Emerging Technologies

Saturday, January 12, 2008  
1:30-3:30 p.m.

As librarians, we need to keep pace with the innovations that are transforming how we reach and serve our customers. But with the vast number of competing technologies, how can you be confident that you are selecting the best solution for your customers and that you are not squandering your limited finances and resources on fads and faulty solutions?



Aaron Swartz, co-author of RSS, co-creator of the Open Library project, co-founder of Reddit, and former adviser to Creative Commons, will be sharing his strategies on how to analyze competing technologies. His insights will help us invest in the resources that will best meet our customers' needs. This is an opportunity to listen to a leader in the field and to engage in a dialog with him. Come explore this discussion on emerging technologies. You can't afford to miss it!

## Campus Administration and Leadership Discussion Group

Saturday, January 12th, 2008  
10:30am-12:30pm

No programs. No presentations. No PowerPoint. That's the promise of the **Campus Administration and Leadership Discussion Group**, where we talk about the challenges faced by librarians who are (or want to be) campus leaders. Discussion topics for this and subsequent meetings include building campus coalitions; where we stand today with campus IT; and university peers versus library peers. If you'd like to be added to our mailing list, contact David.Gleim@gmail.com. See you there!

## R U Communicating? : Speaking the Lan- guage of Millennials



### ULS Program at ALA Annual 2008

Sat, June 28, 2008  
1:30p - 3:30p

Technology and electronic social networking are pervasive among today's college students. Cell phones, iPods, IM, MySpace, and Facebook are just some of the tools these students use daily. Communicating in a meaningful way and finding teachable moments with these multitasking Millennials can truly be a challenge. In this session, we will learn to navigate the world of digital communication with the help of a panel of leading researchers -- and the true experts, a group of Millennial students.

## Message from the Chair, continued

*(Continued from page 1)*

pose the following question: Does ULS need a New Member Discussion Group? If you'd be interested in supporting the creation of such a discussion group, please indicate your interest to Kim Leeder, Chair of the Communications Committee (kimleeder@boisestate.edu).

**Campus Library Advocacy and Outreach Efforts:** Since 2005 the University Library Section has been very involved supporting the ACRL Strategic Initiatives related to outreach and advocacy. In 2005, we provided a professional development opportunity at no cost to the ACRL membership, continuing our support of the ACRL strategic initiative of advocacy and outreach for academic libraries and partnering with other ACRL and ALA units (particularly the ALA Advocacy Institute), to develop and provide advocacy programming for aca-

ademic libraries. We strategically supported ACRL past president Camila Alire's academic library advocacy initiative by developing and providing a free half-day workshop at ACRL National in Baltimore. The workshop was limited to 60 registered participants. We filled all 60 spots and had to turn people away.

This year, our emphasis is on making funds available to ACRL chapters so that they can bring in speakers and provide programming for campus outreach and advocacy at the local level. To date, we have awarded over \$2,000 to ACRL Chapters in Iowa, Kansas, Louisiana and New England. We will continue to accept applications for funding until August 1, 2008, providing the chapter can submit expense receipts before August 15, 2008. If you believe your state chapter might be interested in applying for funding, please direct them to the ACRL

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More than 5,000 librarians from a wide variety of university libraries make up the University Libraries Section (ULS) of the Association of College and Research Libraries. ULS is one of three type-of-library sections of ACRL.

Since its establishment in 1937, ULS has been actively involved in shaping the future of our library and university environments. ULS advances university librarianship, university library service, and the development of university libraries in institutions with graduate programs. In addition, ULS fosters cooperation both locally with university administrators and teaching faculty, and among colleges and universities on issues of mutual concern.

For more information about ULS and the section's activities, see: [www.ala.org/acrl/uls](http://www.ala.org/acrl/uls).

## Annual '07 Report, continued

(Continued from page 1)

into the ways leadership and management are viewed from these different points.

Julie Todaro set the stage by describing the "versus" theory of leadership vs. management, in which the former is considered an art and the latter a science, the former about people and the latter about resources. Historically these have been considered separate schools of thought about how to run an organization, but in recent years there is more reflection on ways to blend the two in scholarship and training.

Karen Williams responded by emphasizing the importance of "making every librarian a leader," as per Walter Minkel's 2002 article in *School Library Journal*. Positional leaders need to take advantage of both leadership and management skills, Williams agreed, but added that this is not enough, and the same skills are important to those in all library positions across the board. She asserted that leadership can be learned; we just need the training, education, practice, and reflection to make those skills our own. And above all, leaders must be intentional in their employment

of leadership and management skills in their work.

In contrast to Todaro's and Williams' polished presentations, Adam Benitez took the stage with endearing, acknowledged nervousness. He described being

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*It is important to make  
"every librarian a leader."*

---

surprised when he was asked to join the panel. "I was just doing my job," he said, adding that he did not consider himself a leader. In his view, mentors are the key to training new leaders, and he cited encouragement he received from colleagues as a motivating factor that helped him get through library school. The most important role of a leader, he suggested, is to create new leaders by helping others see themselves that way. In short, new leaders are created by those around them, through mentoring and shared enthusiasm.

To round out the session, Julie Todaro returned with an effort to weave together the topical threads provided by Williams and Benitez. She provided a handout (available at <http://www.acrl.org/ala/acrl/aboutacrl/acrlsections/universitylib/ULSMeetings.htm>) that elaborates on the differences between leadership and management and offers some explanation about the importance of each, as well as ideas for training future leaders and managers. Reviewing the handout, Todaro detailed ways in which current leaders can be intentional in providing for succession planning by

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(ALA Annual '07 Report—Continued from page 3)

deliberately hiring individuals who complement their own skills and weaknesses and have the potential to step up to the next level. Further, she described a combined leadership/management approach in which we take the facts as managers and add the human element as leaders, with the result being a more complete and effective perspective.

As an example, Todaro recounted a memo she wrote to tell her staff about construction that would take place in the library. As a manager, she was concerned with conveying the dates, locations, and contingencies of the construction (such as noise, closed areas, etc.). However, as a leader she made sure to offer those facts in a greater context; providing a sense of purpose for the project, an offer for those affected by noise to work alternative hours, and thanking staff for their flexibility. As she explained this experience, Todaro explained how leaders should consciously draw from leadership and management skills by reviewing a list (such as the one in her handout provided) and deciding which of those skills are appropriate and when.

Overall, the ULS program was an engaging foray into the question of how to create stronger leaders through a conscious blend of leadership and management skills, with a side trip into the question of how to recruit, train, and advance future leaders in a profession that is sure to need them -- and soon. The session, which took place in a sizeable auditorium, was well attended and (to gauge from the number of seats still occupied at the end of the session) clearly well received. The session was followed by a social hour with representatives from nine national library leadership programs, as an opportunity for attendees to network and learn about new leadership opportunities.

--Originally published in the September 2007 issue of C&RL News

## Calling New ULS Members

ULS is considering the creation of a New Members Discussion Group to create a forum for newer ULS members to share ideas and have a voice in the section's activities.

If this sounds interesting to you, let us know! Please send your thoughts to Kim Leeder, [kimleeder@boisestate.edu](mailto:kimleeder@boisestate.edu)



## Donna Bourne-Tyson named School of Information Management Outstanding Alumna 2007

Dalhousie University's School of Information Management is delighted to announce this year's Outstanding Alumni Award goes to Donna Bourne-Tyson (MLIS, 1990) currently University Librarian at Mount Saint Vincent University (MSVU), Halifax, Nova Scotia. Donna has successfully worked in positions of increasing responsibility in both public and academic libraries. Her extensive prior work experience includes the positions of Technical Services Librarian with the Eastern Counties Regional Library, Technical Services Coordinator (acting) with the Nova Scotia Provincial Library, Director of Communications and Support with Healthcare Technologies, Systems Manager and Head of AV and Reference Department with the North Bay Public Library, and Associate Director, Education Centre Library at Nipissing University.

Donna has made a huge contribution to the local academic library community in the short time she has been at MSVU. She has given very generously of her time

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Looking for travel information about Philadelphia?

See what Philly has to offer during Midwinter by visiting:

<http://www.philadelphiausa.travel/ala>



## Message from the Chair, continued

(Continued from page 2)

Campus Advocacy Toolkit available on the ACRL website at <http://www.ala.org/ala/acrl/acrlissues/marketingyourlib/ulsadvocacytoolkit/ulstoolkit.cfm>. At this time, I'd like to thank some of the key people who were responsible for bringing the idea into reality: Camila Alire, ACRL Past President, Barbara Jenkins, Incoming Chair, Janice Simmons-Wellburn, Past Chair, Carol Hughs, Past Chair, Sandy Yee, and Members-at-Large Leslie Madden and Maggie Farrell.

In closing, I'd like to let you know how pleased I am to be the Chair of the University Library Section this year and to be working on behalf of the profession and the membership. Please don't hesitate to contact me with your ideas and suggestions for our membership! You can e-mail me directly at [Cheryl.Middleton@oregonstate.edu](mailto:Cheryl.Middleton@oregonstate.edu) or send information to the entire section via the electronic discussion list. Sign up for the discussion list at <http://lists.ala.org/www/info/uls-l>. I look forward to seeing you at ALA Midwinter in Philadelphia.

## Tyson, continued

(Continued from page 4)

to take leadership roles in such collaborative initiatives as Novanet and the Canadian Association of University Libraries' Atlantic Scholarly Information Network. In July 2007 she became Chair of the Novanet Policy Board. Her technical knowledge and fresh ideas have benefited all. At MSVU, Donna has provided strong leadership, and it is clear that her staff - and indeed the university at large - have benefited greatly. She has gained a reputation for being on the cutting edge of Library 2.0, and in her many endeavours is raising the profile of the MSVU library.

Donna has recently taken up the role of President of the Atlantic Provinces Library Association, and in the past year has made many contributions to the association through her role on the Executive. Donna also enjoys the role of Professional Partner to MLIS students, and has been active with the School of Information Management in many capacities. At the same time she has served as a member of the CLA Canadian Association of College and University Libraries' Executive. As such she has brought a strong professional presence to the students, encouraging them through the Re-Generations Committee.

Donna has also been active in community work, and always used these opportunities to promote libraries. As an active member of Kiwanis Club of Nipissing, she was named Kiwanian of the Year in 2003. She has served on the Board of Governors of Nipissing University. In 2005 Donna was awarded a Certificate of Appreciation for Foresight and Vision by the Blue Sky Region Community Network for her work on the BRAND initiative. She is currently a member of the Senior Women Academic Administrators of Canada 2008 Conference Planning Committee.

In short, Donna is an excellent role model for School of Information Management students and a superb example of the high quality professionals who graduate from the School.



**The Communications Committee is launching a ULS website redesign and needs your help.**

Please let us know what you want in a new site by completing the short, ten-question survey. Connect to the survey using the link below.

Your feedback will determine our priorities as we move forward in our redesign effort.

[http://www.surveymonkey.com/s.aspx?sm=c\\_2fTUdwpdbqDnDXergHp5ww\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=c_2fTUdwpdbqDnDXergHp5ww_3d_3d)

# New Hires, Promotions, Publications: News of Your Fellow ULS Members

**Yolanda Hood** has joined Rod Library at the University of Northern Iowa as the Youth Collection Librarian.

**Tammy Sugarman** has been appointed Associate University Librarian for Research Services at the Georgia State University Library, Atlanta, GA. In this position, Ms. Sugarman leads departments engaged in liaison services, acquisitions, cataloging, collection management, and the development of the institution-wide digital repository. Ms. Sugarman was previously collection development officer at the Georgia State University Library.

**Ru Story-Huffman** is the new Reference Librarian/Government Information Coordinator in the James E. Carter Library, Georgia Southwestern State University.

**Wanda K. Brown** has been appointed Associate Director of the Z. Smith Reynolds Library at Wake Forest University. Brown was formerly Head of Technical and Access Services at the same library. She is a graduate of Winston-Salem State University with a Master's degree from the University of North Carolina at Greensboro.

Brown joined the Z. Smith Reynolds Library in 1977 as a library technician and rose through the ranks as Cataloger, Assistant Head of Cataloging, Head of Cataloging, and Team Leader for Technical Services to her current position.

Active in the technical services and library diversity communities, Brown is currently Chair of the Finance Committee and Chair-Elect of the Library Administration and Management Section of

the North Carolina Library Association, and President of the Black Caucus of the American Library Association. For more information, contact Lynn Sutton (336) 301-4671 or [suttonls@wfu.edu](mailto:suttonls@wfu.edu).

**Three new hires in the Thomas G. Carpenter Library, University of North Florida, Jacksonville:**

**Laurel Crump**, Director of Public Services; **Michael Kucsak**, Director of Library Systems and Technology; **Ya'aqov Ziso**, Director of Technical Services.

**Three new hires at the University of North Carolina at Chapel Hill:**

**Joshua Berkov** began Oct. 1 as digital projects librarian. Berkov will manage "Oral Histories of the American South" (<http://docsouth.unc.edu/sohp/>), and UNC's "Virtual Museum" (<http://museum.unc.edu/>). Berkov worked most recently as a graduate assistant with "Documenting the American South," the Library's digital publishing endeavor that includes "Oral Histories of the American South." He holds a B.A. in ethics and political philosophy from Brown University, and an M.S.L.S. from UNC's School of Information and Library Science.

**Robin Chen** began Oct. 1 as assistant manuscripts reference librarian. She will provide research and instructional services in the Library's Manuscripts Department. Chen was most recently the assistant in the department's Southern Folklife Collection. Her M.S.L.S. is

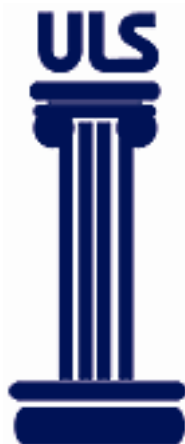
from UNC's School of Information and Library Science. She holds a B.A. in classical civilization from the University of California at Berkeley.

**Maggie Dickson** began Sept. 10 as the Watson-Brown Project librarian. Dickson will oversee digitization of the papers of Thomas E. Watson (1856-1922), a lawyer, politician and Populist Party candidate for U.S. president and vice-president. Dickson worked most recently in the Manuscripts Department of the University Library and at the Carrboro Cybrary. She holds a B.A. in art history and an M.S.L.S., both from UNC.

## Featured Member Publication:

Fred Stoss. 2007. "Convenient Resources for 'An Inconvenient Truth.'" *The Electronic Green Journal*, Issue #25: [egj.lib.uidaho.edu/index.php/egj](http://egj.lib.uidaho.edu/index.php/egj) (free registration, go to issue, then to article). Stoss identifies "must-see" resources supporting the information presented in Al Gore's "An Inconvenient Truth," (not a comprehensive inventory, just some suggestions.)

Fred Stoss was trained by Al Gore and The Climate Project as one of the 1,000 "Climate Change Messengers," to give Gore's slide show presentation that is the basis for the book and documentary film, *An Inconvenient Truth*. He has been giving library-versions of the Gore slide show at the New York State Library Assistants Association Annual Meeting, the State University of New York Library Association Annual Meeting, the ALA Annual Meeting, and the New York Library Association. If you are interested in checking his availability for a potential presentation, contact him at [fstoss@buffalo.edu](mailto:fstoss@buffalo.edu).



# ULS Executive Committee Contacts

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**Adam R. Burling**  
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## Get involved!

Thinking about getting more involved in ULS? Everyone is welcome to volunteer for one of the section's stimulating committees or discussion groups. It's easy! Contact any of the people listed on this page for more information, or fill out the ACRL Section Committee Volunteer Form to volunteer for a committee assignment next year. The form is available in the ACRL Forms section of the ACRL website.

Participating in a ULS committee is a great way to put your experience to work in the field, and even to learn a bit yourself. You can meet people with similar interests, and the extra service commitment is always a boon on performance and tenure reviews. Get started now!



## Committee & Discussion Group Contacts

**Campus Administration and Leadership Discussion Group**  
Convenor: David E. Gleim  
South Dakota State University  
E-mail: [David.Gleim@gmail.com](mailto:David.Gleim@gmail.com)

**Communications**  
Chair: Kim Leeder  
Boise State University  
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**Conference Program Planning 2008**  
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**Current Topics Discussion Group**  
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