University of Kentucky
School of Library & Information Science (SLIS)

LIS 603 Management in Library and Information Science
Spring 2015

INSTRUCTOR INFORMATION:

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Email address: shannon.oltmann@uky.edu
Office hours: Tuesday & Wednesday, 2-4 p.m., and by appointment

OFFICIAL COURSE DESCRIPTION

LIS 603 is one of four core, or required, courses in the School of Library and Information Science master's-degree program. The course description reads:

> An introduction to the basic elements of management and how these are applied to the effective administration of information systems. Focus will be placed on two major roles in a system, the person who is supervised as well as the manager or supervisor. Examination of the functions of planning, organization, staffing and controlling as well as the theories of management and the effective use of these in an information system.

COURSE OVERVIEW

Course weeks start on Sunday and end on Saturday (except for Week One, which runs Wednesday through Saturday). The definitive schedule is on Blackboard; this printed syllabus does not reflect all web materials or changes made after the course starts.

Contact Information: I am most accessible through email: **shannon.oltmann@uky.edu.** As a general rule, I will respond to course-related email correspondence within 24 business hours (it may be longer over weekends and during holidays). Please include the course number in brackets [603] in the subject line for all messages. I am happy to meet face to face or via technology with students, but you should set up the appointment in advance via email. Please note that **class communication is done via your official UK email address.** You must check this frequently.

STUDENT LEARNING OUTCOMES
After successful completion of this course:

- Students will examine and evaluate the principles and functions of management, including planning, budgeting, organization, human resource development and controlling, and how they are integrated into the broader ethical framework.
- Students will examine the role of leadership in effectively posturing library and information

within the evolving national and global information society.

COURSE MATERIALS

Required textbook:

Moran, B. B., Stueart, R. E, & Morner, C. J. (2013). *Library and Information Center Management*. 8th edition. Westport, CT: Libraries Unlimited.

Completing the required reading each week is essential to doing well in the class. Many readings can be found in our textbook. The other readings will be made available to you via Blackboard. Other material may also be required, such as PowerPoint slides, news articles, or videos. It is your responsibility to read/view this material as well. If you encounter a broken link or trouble accessing something, contact me.

ASSESSMENT & ASSIGNMENTS

Assignments & Grading (total grade = 300 points)

- **Tests**   20 points (20%)
- **Strategic Plan (Part 1, 2, and 3)**   45 points (45%)
- **Leadership Paper**   15 points (15%)
- **Participation**   20 points (20%)

Final Grading Scale:

90% and above	=	A
80% to 89%	=	B
70% to 79%	=	C
Below 70%	=	E

Tests: The two tests include multiple choice and short answer type questions. These tests are given through Blackboard. Details will be supplied with each test, but they test the content covered preceding each test.

Strategic Plan: You will select a **real** library or information organization of your choice. You may want to focus on the type of information organization where you would like to work. Throughout the semester, you will prepare a strategic plan for your library/information organization. There are 3 parts to the plan to provide several opportunities for feedback from me. This is the core course artifact for the class, so we will work together to produce a high quality product that will benefit your understanding of the course concepts in a practical manner. Detailed descriptions for each part are available under Assignments in Blackboard.

Leadership Paper: You will watch Gail Kennedy's interview and read the text of her speech, *A Call to Leadership,* available via Blackboard. You will then write a paper in the context of course

readings and current literature. A detailed description for the assignment is available under Assignments in Blackboard.

Participation: In this course, participation is measured by your contributions to the Blackboard discussions each week. Each classmember must contribute regularly (i.e., at least 3 postings) to each set of Discussion Board questions—the equivalent of a "B" grade for "participation." (Note: this means at least three posts per week, not two posts for each question each week.) Less participation will lower the grade; frequent, informed participation will raise it. In addition, consistently thoughtful contributions that advance discussion will receive more credit.

Submission of Course Assignments: All assignments are due by 11:59 p.m. (Eastern time) on Saturday, unless otherwise noted. Assignments may be turned in early (though no extra credit is received for this). I will return graded assignments to you in a timely fashion. More details about each assignment can be found in the Assignments folder in the Blackboard environment. Detailed information will become available as the assignment due date nears. All assignments will be turned in and returned to students via Blackboard.

ETHICS & POLICIES

Excused Absences and Verification: Please refer to Student Rights and Responsibilities, Part II, Section 5.2.4.2 (http://www.uky.edu/StudentAffairs/Code/part2.html) for UK's policy on excused absences. You can request verification for excused absences.

Excused absences include (as defined at the web site above):
- Significant illness of student or serious illness of household member or immediate family
- Death of a household member or immediate family
- Trips for members of student organizations, class excursions or participation in intercollegiate athletic events
- Major religious holidays
- Any other circumstance that the instructor finds reasonable cause for nonattendance

Academic Accommodations: If you have a documented disability that requires academic accommodations, please see me as soon as possible. In order to receive accommodations in this course, you must provide me with a Letter of Accommodation from the Disability Resource Center (Room 2, Alumni Gym, 257-2754, jkarnes@uky.edu) for coordination of campus disability services available to students with disabilities. We can then collaborate on the best solution.

Academic Integrity, Cheating and Plagiarism: You are expected to submit your own original work for all assignments in this course. See the home page for the Office of Academic Ombud Services (http://www.uky.edu/Ombud) for a definition of plagiarism, how to avoid plagiarism and UK's new academic offense policy. Please refer to Student Rights and Responsibilities, Part II, Section 6.3 (http://www.uky.edu/StudentAffairs/Code/part2.html) for UK's policy on academic integrity.

Classroom Behavior, Decorum and Civility: Please be respectful to others in the class and engage in civil discourse when we discuss topics that have a diversity of perspectives.

TECHNOLOGY INFORMATION & RESOURCES

Students must have a computer with a reliable Internet connection and audio capabilities. Internet Explorer 7 (IE) or Firefox 2.x are the recommended browsers for those using a Windows-based PC. Those using Firefox 3.x may encounter problems with assignment uploads. Those using an Apple computer with MAC OS X (10.5.x) may use Firefox 3.x or Safari 3.x. Please be certain that your computer and/or browser allow you to view Adobe Reader documents (.pdf). Microsoft Office and other software products are free for students: https://iweb.uky.edu/MSDownload/. As your instructor, I am your first go-to person for technology problems. If you need more immediate assistance, please contact TASC or UKIT.

Teaching and Learning Services Center (TASC)
http://www.uky.edu/TASC/; 859-257-8272
Information Technology Customer Service Center (UKIT)
http://www.uky.edu/UKIT/; 859-257-1300
Library Services
   Distance Learning Services
   http://www.uky.edu/Libraries/DLLS
   DL Interlibrary Loan Service:
   http://www.uky.edu/Libraries/libpage.php?lweb_id=253&llib_id=16

General Course Policies: Policies concerning academic integrity, excused absences and academic accommodations due to disability are available online at:
http://cis.uky.edu/lis/sites/default/files/policies.pdf

INTEGRATION OF THE SYLLABUS WITH THE THEMES OF DIVERSITY, ASSESSMENT, AND TECHNOLOGY

All UK professional education programs address and affirm the value of diversity in education, the use of technology to support all aspects of instructional programming, and the importance of attaining high levels of skill in assessing the outcomes of instruction. This course provides students an opportunity to demonstrate attention to these themes and reflect on the mechanisms that this course has provided to demonstrate improved skills in these areas.

COURSE SCHEDULE AND READINGS

Week Zero (01/14-01/17): Preparation
- Get textbook, review syllabus, plan for assignments
- No required reading this week

Week One (01/18-01/24): Introduction to the course
- Textbook: Chapter 1
- Gosling, J., & Mintzberg, H. (2003). The five minds of a manager. *Harvard Business Review, 81*(11), 54-63. Available at: https://hbr.org/2003/11/the-five-minds-of-a-manager/ar/6

Week Two (01/25-01/31): Evolution of management thought and ethics
- Textbook: Chapters 2 and 15
- Giesecke, J., & McNeil, B. (2004). Transitioning to the learning organization. *Library Trends, 53*(1), 54-67.
- *Optional*: Rooney-Browne, C., & McMenemy, D. (2010). Public libraries as impartial spaces in a consumer society: Possible, plausible, desirable? *New Library World, 111*(11/12), 455-467.

Week Three (02/01-02/07): Strategic planning
- Textbook: Chapter 4
- Wayne, R. (2011). The academic library strategic planning puzzle: Putting the pieces together. *College & Research Libraries News, 72*(1), 12-15.
- Review these examples of strategic plans:
  - Seattle Public Library: http://www.spl.org/about-the-library/strategic-planning
  - Colorado Health Information Exchange: http://www.corhio.org/media/4901/coloradostatehealthinformationexchangestrategicplan.pdf
  - University of North Texas Libraries: https://dean.library.unt.edu/wiki/images/d/d6/UNT-Libraries-Strategic-Plan-2011-2015-final.pdf
- *Optional*: Aamot, G. (2007). Getting the most out of strategic planning. *College & Research Libraries News, 68*(7), 418-426.
- *Optional*: Germano, M.A., & Stretch-Stephenson, S.M. (2012). Strategic value planning for libraries. *Bottom Line: Managing Library Finances, 25*(2), 71-88.

Week Four (02/08-02/14): Facilities
- Textbook: Chapter 5
- Pierard, C., & Lee, N. (2011). Studying space: Improving space planning with user studies. *Journal of Access Services, 8*(4), 190-207.
- Sidorow, K. (2012). Measuring their success: Colocated library and community services. *APLIS, 25*(1), 6-11.
- *Optional*: K.E. Fisher, M.L. Saxton, P.M. Edwards, J.-E. Mai. (2007). Seattle Public Library as place: Reconceptualizing space, community, and information at the central library (pp. 135-160). In J. Buschman, G.J. Leckie (Eds.), *The library as place: History, community, and culture*, Libraries Unlimited, Westport, CT.
- *Optional*: Gisolfi, P. (2014). Designing 21st century libraries. *Library Journal.* Available at: http://lj.libraryjournal.com/2014/06/buildings/lbd/upclose- designing-21st-century-libraries-library-by-design/
- *Optional*: Moorman, J.A. (2011). Library buildings: Planning and programming. *Library Trends*, 60(1), 215–226.

Week Five (02/15-02/21): Marketing
- Textbook: Chapter 6
- Luo, L., Yuan, W., & Lifeng, H. (2013). Marketing via social media: A case study. *Library Hi Tech, 31*(3), 455-466.
- *Optional*: Buschman, J. (2005). On libraries and the public sphere. Library Philosophy and Practice. Available at http://digitalcommons.unl.edu/libphilprac/11/
- *Optional:* Stimson, N.F. (2007). Library change as a branding opportunity: Connect, reflect, research, discover. *College & Research Libraries News, 68*(11), 694-698.
- *Optional*: Germano, M. (2011). The library value deficit. *Bottom Line: Managing Library Finances, 24*(2), 100-106.

Week Six (02/22-02/28): Organizational culture
Note: Strategic Plan Part One due by 11:59 p.m. (Eastern) on Saturday, 02/28
- Textbook: Chapter 7
- Patkus, R., & Rapple, B. A. (2000). Changing the culture of libraries: The role of core values. *Library Administration & Management, 14*, 197-204.
- *Optional*: Shepstone, C., & Currie, L. (2008). Transforming the academic library: Creating an organizational culture that fosters staff success. *Journal of Academic Librarianship, 34*(4), 358-368.
- *Optional*: Gabriel, R.J. (2010). Tying diversity to organizational culture. *Law Library Journal, 102*(3), 507-512.

Week Seven (03/01-03/07): Organizational structure
- Textbook: Chapters 8 and 9
- *Optional:* University of North Texas. (2010). Library organizational structure plan: https://dean.library.unt.edu/wiki/images/6/67/Library_Organizational_Structure_Plan_2010.pdf
- *Optional:* Higa, M.L., Bunnett, B., Maina, B., Perkins, J., Ramos, T., Thompson, L., & Wayne, R. (2005). Redesigning a Library's Organizational Structure. *College & Research Libraries* 66, 41-58.

Week Eight (03/08-03/14): Staffing the library
Note: Test 1 must be completed by 11:50 p.m. (Eastern) on Sunday, 03/15
- Textbook: Chapter 10
- Fitsimmons, G. (2012). Functioning staff or staffing functions? *Bottom Line: Managing Library Finances, 25*(4), 152-154.

03/15-03/21: Spring break

Week Nine (03/22-03/28): Human resources
Note: Strategic Plan Part Two due by 11:59 p.m. (Eastern) on Saturday, 03/28

- Textbook: Chapters 11 and 12
- *Optional:* Library Journal Salary Survey:
  http://lj.libraryjournal.com/2014/07/careers/payday-lj-salary-survey-2014/#_
- *Optional:* ALA Demographics Survey (2014):
  http://www.ala.org/research/sites/ala.org.research/files/content/initiatives/membershipsurvey s/September2014ALADemographics.pdf
- *Optional:* Lawrence, E. (2013). Loud hands in the library. Progressive Librarian, 41, 98-109.
  Available at: http://progressivelibrariansguild.org/PL_Jnl/pdf/PL41_fall2013.pdf#page=102

Week Ten (03/29-04/04): Evaluation
- Textbook: Chapter 18
- Ward, J. A. (1996). Measurement management: what you measure is what you get. *Information Systems Management*, *13*(1), 59-61.
- *Optional*: Greenwood, J.T., Watson, A. P., Dennis, M. (2011). Ten years of LibQual: A study of qualitative and quantitative survey results at the University of Mississippi 2001-2010. *The Journal of Academic Librarianship, 37*(4), 312-318.

Week Eleven (04/05-04/11): Budgets
Note: Strategic Plan Part Three due by 11:59 p.m. (Eastern) on Saturday, 04/11
- Textbook: Chapter 19
- Collins, T. (2012). The current budget environment and its impact on libraries, publishers, and vendors. *Journal of Library Administration, 52*(1), 18-35.
- Cheves, J. (2014). Kentucky appeals court considers cases that threaten funding for dozens of libraries. Available at: http://www.kentucky.com/2014/12/15/3594962_kentucky-appeals-court-considers.html?rh=1
- *Optional:* Frazier, K. (2001). The librarians' dilemma: Contemplating the costs of the 'big deal.' D-Lib Magazine, 7(3), 1-9. Available at:
  http://www.dlib.org/dlib/march01/frazier/03frazier.html
- *Optional*: Chan, G.R.Y.C. (2008). Aligning collections budget with program priorities: A modified zero-based approach. *Library Collections, Acquisitions, & Technical Services, 32*(1), 46-52.

Week Twelve (04/12-04/18): Development
- Textbook: Chapter 20
- Marcum, J.W. (2007). It's not the dollars, it's the politics. *Bottom Line: Managing Library Finances, 20*(4), 161-164.

Week Thirteen (04/19-04/25): Leadership
- Textbook: Chapters 13 and 14
- Goffee, R., & Jones, G. (2000). Why should anyone be led by you? *Harvard Business Review, 78*(5), 62-70.

- Prive, T. (2012). Top 10 qualities that make a great leader. Forbes.com. Available at: http://www.forbes.com/sites/tanyaprive/2012/12/19/top-10-qualities-that-make-a-great-leader/

Week Fourteen (04/26-05/02): Conclusion
Note: Leadership Paper due by 11:59 p.m. (Eastern) on Saturday, 05/02
Note: Test 2 due by 11:59 p.m. (Eastern) on Sunday, 05/03

- Harris, C.S. (2011). Efficiencies and responsible staff stewardship: A library manager's critical self-reflection. *Bottom Line: Managing Library Finances, 24*(2), 129-137.
- Waters, R.D. (2009). Measuring stewardship in public relations: A test exploring impact on the fundraising relationship. *Public Relations Review, 35*(2), 113-119.
- Barsh, A., & Lisewski, A. (2008). Library managers and ethical leadership: A survey of current practices from the perspective of business ethics. *Journal of Library Administration, 47*(3/4), 27-37.
- Rayward, W.B., & Jenkins, C. (2007). Libraries in times of war, revolution, and social change. *Library Trends, 55*(3), 361-369.