

LIS 603 Management in Information Organizations

Course to be Conducted Online

INSTRUCTOR INFORMATION:

Name: Dr. Shannon M. Oltmann

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Email address: shannon.oltmann@uky.edu

Office hours: Monday and Wednesday, 10 am to noon

Preferred contact method: Email

Response time: If you email me, you should expect a response within 24 hours. There may be a delay over weekends or holidays.

COURSE DESCRIPTION

LIS 603 is one of four core courses in the library science master's degree program. The course description reads:

Students learn and apply the basic elements of management and leadership within the context of information organizations.

STUDENT LEARNING OUTCOMES

At the end of the course, students will be able to:

- Describe an information organization and its connection to its community
- Create a strategic plan for an information organization
- Operate successfully as a team member and team leader
- Plan an approach to engage with a diverse element in the community

| Program Learning Objectives | Course Objectives | Assignment that ties in |
|--|--|------------------------------------|
| Describe how communities & individuals interact with/in information ecosystems. | Describe an information organization and its connection to its community | Strategic Plan |
| Analyze the major tenets of information practice and apply them in multiple contexts | Create a strategic plan for an information organization Operate successfully as a team member and team leader | Strategic Plan Leadership Paper |
| Connect diverse communities & individuals with appropriate resources | Plan an approach to engage with a diverse element in the community | Strategic Plan |

Diversity: The School of Information Science defines diversity as “*embracing differences between people and promoting increased understanding regarding age, ethnicity, gender, marital status, military service, physical disabilities, race, religion, sexual orientation, socioeconomic condition, and thought with the purpose of creating an inclusive community.*” In this course, we address diversity in several ways. Part of the semester-long project incorporates a diversity-related goal. Readings which are especially relevant to the theme of diversity are marked with a 📖 symbol.

Technology: The School of Information Science emphasizes the importance and centrality of technology in today's society. We must develop familiarity and comfort with an array of technology. In this course, we incorporate technology across multiple readings. Readings that are particularly relevant to the theme of technology are marked with a ☞ symbol.

COURSE MATERIALS

Required textbook:

Hussey, L. K. & Velasquez, D. L. (Ed.). (2019). *Library management 101: A Practical Guide*. 2nd edition, American Library Association.

Additional readings: There will be additional readings to the textbook, and they will be made available on the course Canvas site.

ASSESSMENT & ASSIGNMENTS

Assignments & Grading (total grade = 300 points):

- **Strategic Plan Project** 60 points (60%)
- **Leadership Paper** 20 points (20%)
- **Participation on Discussion Boards** 20 points (20%)

Final Grading Scale:

| | |
|-----------------------------|---|
| 90% and above (270 – 300) = | A |
| 80% to 89% (240 – 269) = | B |
| 70% to 79% (210 – 239) = | C |
| Below 70% (0 – 209) = | E |

Strategic Plan (☞) and Leadership Paper:

The detailed descriptions of strategic plan and leadership paper will be made available on Canvas. *Late submissions are subject to a penalty of 10% points off per day.*

Participation on Discussion Boards:

In this course, participation is measured by your contributions to the online discussions each week. **Each class member 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 module, not three posts for each question in each module.) Less participation will lower the grade; frequent, informed participation will raise it. In addition, consistently thoughtful contributions that advance discussion will receive more credit. Participation is worth 20% of your final grade. Due weekly.

Academic Course Policies

All academic policies for the course can be found here: <https://www.uky.edu/universitysenate/acadpolicy>.

Rules regarding academic offenses: <https://www.uky.edu/universitysenate/ao>.

Statement on Diversity, Equity, and Inclusion: <https://www.uky.edu/universitysenate/syllabus-dei>

Resources available to students: <https://www.uky.edu/universitysenate/student-resources>.

COURSE SCHEDULE AND READINGS

Week One (8/23-8/27): Course and syllabus overview and team dynamics

Email time/day and type of organization preferences to instructor by 8/26

- Review syllabus and familiarize yourself with the organization of the course in Canvas.
- Textbook: Chapter 16: Conflict Negotiation and Mediation (pp. 187-195).
- Lee, H.-J., & Lim, C. (2012). Peer evaluation in blended team project-based learning: What do students find important? *Journal of Educational Technology & Society*, 15(4), 214-224. Available at: <http://ezproxy.uky.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=83234628&site=ehost-live&scope=site>.
- Pfaff, E., & Huddleston, P. (2003). Does it matter if I hate teamwork? What impacts student attitudes toward teamwork. *Journal of Marketing Education*, 25(1), 37-45. Available at: <https://www-proquest-com.ezproxy.uky.edu/docview/204410377/fulltextPDF/14D03D4C49BC40FCPQ/1?accountid=11836>.
- (Optional) Chou, S. Y., & Ramser, C. (2019). Becoming motivated to be a good actor in a student project team. *Journal of International Education in Business*, 12(1), 65-79. Available at: <https://www-emerald-com.ezproxy.uky.edu/insight/content/doi/10.1108/JIEB-03-2018-0008/full/html>.
- (Optional) Dingel, M., & Wei, W. (2014). Influences on peer evaluation in a group project: An exploration of leadership, demographics, and course performance. *Assessment & Evaluation in Higher Education*, 39(6), 729-742. Available at: <http://ezproxy.uky.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=96539449&site=ehost-live&scope=site>.

Week Two (8/30-9/03): History and theory

- Textbook: Chapter 1: Management Theory (pp. 1-19).
- 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>.

Week Three (9/06-9/10): Leadership

Email the team contract to instructor by 11:59 pm Eastern time, 9/11

- Textbook: Chapter 7: Leadership (pp. 75-84) and Chapter 8: Decision Making (pp. 85-92).
- Patel, D. (2017). 11 powerful traits of successful leaders. Available: <https://www.forbes.com/sites/deeppatel/2017/03/22/11-powerful-traits-of-successful-leaders/?sh=7c674cc6469f>.
- (Optional) Lombard, E. (2018). Gender and leadership in academic libraries. *The Journal of Academic Librarianship*, 44(2), 226-230. Available at: <https://www-sciencedirect-com.ezproxy.uky.edu/science/article/pii/S0099133317304573>.
- (Optional) Unaeze, F. E. (2003). Leadership or management: Expectations for head of reference services in academic libraries. *The Reference Librarian*, 39(81), 105-117. Available at: https://www-tandfonline-com.ezproxy.uky.edu/doi/abs/10.1300/J120v39n81_09.

Week Four (9/13-9/17): Planning and strategic planning

Identify and submit the organization your team will study by 11:59 pm Eastern time, 9/18

- Textbook: Chapter 6: Strategic Planning (pp. 65-74).
- Evans, G. E. & Alire, C. A. (2013). Chapter 4: The Planning Process. In *Management basics for information professionals* (3rd edition), (pp. 85-105). Chicago, IL: Neal-Schuman.
- (Optional) Wayne, R. (2011). The academic library strategic planning puzzle: Putting the pieces together. *College & Research Libraries News*, 72(1), 12-15. Available at: <http://ezproxy.uky.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=llf&AN=503008798&site=ehost-live&scope=site>.
- (Optional) Aamot, G. (2007). Getting the most out of strategic planning. *College & Research Libraries News*, 68(7), 418-426. Available at: <http://ezproxy.uky.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=llf&AN=502918904&site=ehost-live&scope=site>.

Week Five (9/20-9/24): Ethics

Submit business letter by 11:59 pm Eastern time, 9/25

- ALA Code of ethics. Available at: <https://www.ala.org/tools/ethics>.
- Mosley, P. A. (2014). Engaging leadership. *Library Leadership & Management*, 28(1), 1-7. Available at: <http://ezproxy.uky.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=llf&AN=94147408&site=ehost-live&scope=site>.
- (Optional) Knox, E. J. M. (2017). Opposing Censorship in Difficult Times. *The Library Quarterly*, 87(3), 268–276. Available at: <https://www-journals-uchicago-edu.ezproxy.uky.edu/doi/10.1086/692304>.
- (Optional) Textbook: Chapter 15: Ethics and Confidentiality (pp. 173-186).

Week Six (9/27-10/01): Budgeting

Submit interview notes by 11:59 pm Eastern time, 10/02

Submit peer evaluations by 11:59 pm Eastern time, 10/02

- Textbook: Chapter 12: Financial Management (pp. 135-147).
- (Optional) Cottrell, T. (2012). Three phantom budget cuts and how to avoid them. *Bottom Line: Managing Library Finances*, 25(1), 16-20. Available at: <https://www-emerald-com.ezproxy.uky.edu/insight/content/doi/10.1108/08880451211229171/full/html>.
- (Optional) Collins, T. (2012). The current budget environment and its impact on libraries, publishers, and vendors. *Journal of Library Administration*, 52(1), 18-35. Available at: <https://www-tandfonline-com.ezproxy.uky.edu/doi/full/10.1080/01930826.2012.630643>.

Week Seven (10/04-10/08): Assessment and evaluation

- Textbook: Chapter 13: Assessment and Evaluation (pp. 149-162).
- Poll, R. (2014). Did you enjoy the library? Impact surveys in diverse settings. *Performance Measurement & Metrics*, 15(1/2), 4-12. Available at: <https://www-emerald-com.ezproxy.uky.edu/insight/content/doi/10.1108/PMM-03-2014-0006/full/html>.
- (Optional) Welch, A. N., & Wyatt-Baxter, K. (2018). Beyond metrics: Connecting academic library makerspace assessment practices with organizational values. *Library HiTech*, 36(2), 306-318. Available at: <https://www-emerald-com.ezproxy.uky.edu/insight/content/doi/10.1108/LHT-08-2017-0181/full/html>.

- (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. Available at: <https://www-science-direct-com.ezproxy.uky.edu/science/article/pii/S0099133311000735?via%3Dihub>.

Week Eight (10/11-10/15): Marketing

Submit strategic plan part A by 11:59 Eastern time, 10/16

Submit peer evaluations by 11:59 Eastern time, 10/16

- Textbook: Chapter 5: Customer Service (pp. 59-64) and Chapter 11: Marketing (pp. 119-133).
- Buschman, J. (2013). Democracy, market solutions, and educative institutions: A perspective on ne-liberalism. *Progressive Librarian*, 41, 5-17. Available at: <http://ezproxy.uky.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=llf&AN=91942759&site=ehost-live&scope=site>.
- (Optional) Bradley, P. (2015). Chapter 9. In *Social Media for Creative Libraries* (2nd ed.) (pp. 127-146). UK: Facet Publishing.
- (Optional) Luo et al. (2013). Marketing via social media: A case study. *Library Hi Tech* 31(3), 455-466. Available at: <https://www-emerald-com.ezproxy.uky.edu/insight/content/doi/10.1108/LHT-12-2012-0141/full/html>.
- (Optional) ALA. Libraries Transform Campaign [take a closer look at any of the resources that interest you]. Available at: <https://www-ala-org.ezproxy.uky.edu/advocacy/libraries-transform-campaign>.

Week Nine (10/18-10/22): Development

- Textbook: Chapter 14: Internal and External Environments (pp. 163-171) and Chapter 21: Grants and Grant Applications (pp. 253-266).
- (Optional) Woodward, E. (2013). Building a donor base for college and university libraries: Exploiting archives as a foundation for development. *College & Research Libraries News*, 74(6), 308-311. Available at: <https://diginole.lib.fsu.edu/islandora/object/fsu:207167/datastream/PDF/view>.
- (Optional) ALA. Library Fund Raising Annotated Bibliography [take a closer look at any of the resources that interest you]. Available at: <https://www.ala.org/tools/libfactsheets/alalibraryfactsheet24>.

Week 10 (10/27-10/29): Organizational culture

Submit strategic plan part B by 11:59 Eastern time, 10/30

Submit peer evaluations by 11:59 Eastern time, 10/30

- Textbook: Chapter 9: Organizational Communication (pp. 93-102) and Chapter 10: Change Management and Organizational Culture (pp. 103-117).
- (Optional) Michalak, S. C. (2012). This changes everything: Transforming the academic library. *Journal of Library Administration*, 52(5), 411-423. Available at: <https://www-tandfonline-com.ezproxy.uky.edu/doi/full/10.1080/01930826.2012.700801>.

Week Eleven (11/01-11/05): Human resources

Identify and submit stakeholders for presentation by 11:59 pm Eastern time, 11/06

- Textbook: Chapter 2: Human Resources Management (pp. 21-35), Chapter 3: Mentoring (pp. 37-43), and Chapter 4: Unions (pp. 45-58).
- (Optional) DeRose, C. (2013). How Google uses data to build a better worker. *The Atlantic*, Oct. 7, 2013. Available at: <https://www.theatlantic.com/business/archive/2013/10/how-google-uses-data-to-build-a-better-worker/280347/>.

Week Twelve (11/08-11/12): Human resources, continued

- 📖 Textbook: Chapter 17: Diversity (pp. 197-206).
- 📖 Jaeger, P. T., Cooke, N. A., Feltis, C., Hamiel, M., Jardine, F., & Shilton, K. (2015). The virtuous circle revisited: Injecting diversity, inclusion, rights, justice, and equity into LIS from education to advocacy. *The Library Quarterly*, 85(2), 150-171. Available at: <https://www-journals-uchicago-edu.ezproxy.uky.edu/doi/full/10.1086/680154>.
- 📖 (Optional) Hill, H. (2013). Disability and accessibility in the library and information science literature: A content analysis. *Library & Information Science Research*, 35(2), 137-142. Available at: <https://www-sciencedirect-com.ezproxy.uky.edu/science/article/pii/S0740818813000030?via%3Dihub>

Week Thirteen (11/15-11/19): Professionalism

Submit marketing presentation by 11:59 pm Eastern time, 11/20

Submit peer evaluations by 11:59 pm Eastern time, 11/20

- Textbook: Chapter 22: Outsourcing (pp. 267-279).
- Fraser-Arnott, M. (2019). Personalizing professionalism: The professional identity experiences of LIS graduates in non-library roles. *Journal of Librarianship and Information Science*, 51(2), 431-439. Available at: <https://journals-sagepub-com.ezproxy.uky.edu/doi/10.1177/0961000617709062>.
- Hamerly, D. and Crowley, B. (2014). Sustaining professionalism in the fields of library and information studies. *Library Philosophy and Practice*, Paper 1231. Available at: <https://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=3153&context=libphilprac>.
- (Optional) Barriage, S. (2013). Library workers will not be shushed. *Progressive Librarian*, 41(Fall), 86-97. Available at: <http://ezproxy.uky.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=llf&AN=91942765&site=ehost-live&scope=site>.

Week Fourteen (11/22-11/23): Facilities

- Textbook: Chapter 18: Facilities Management (pp. 207-215).
- (Optional) Otterman, S. (2019). New Library Is a \$41.5 Million Masterpiece. But About Those Stairs, *The New York Times*. Available at: <https://www.nytimes.com/2019/11/05/nyregion/long-island-city-library.html>.
- (Optional) Gisolfi, P. (2014). UpClose: Designing 21st century libraries. *Library Journal*, June 16. Available at: <https://www.libraryjournal.com/?detailStory=upclose-designing-21st-century-libraries-library-by-design-spring-2014#>.

Week Fifteen (11/29-12/03): Information technology management

Submit leadership reflection paper by 11:59 eastern time, 12/04

- Textbook: Chapter 19: Information Technology Management (pp. 217-231).
- (Optional) Breeding, M. (November/December 2020). Consolidation of the Library Technology Industry. *Library Technology Reports*, 56(8). Available at: <https://journals-ala-org.ezproxy.uky.edu/index.php/ltr/issue/viewIssue/779/545>.