Valdosta State University
Master of Library and Information Science
MLIS 7260: Leadership in Library and Information Centers
Syllabus—Spring 2011
Three Credit Hours

Dr. Bill Meehan
Odum Library-- 4210
1500 N. Patterson Street
Valdosta, Georgia 31698

Phone: (229) 249-2726
Fax: (229) 259-5055
E-mail: wfmeehan@valdosta.edu
Office Hours: T, TH 12:15-2:15; and by appointment

Description
An introduction to leadership theory, principles, and practices. The course provides an overview of the relationship between leadership theory and the effective practice of leadership as well as an understanding of the competencies required of effective leaders in today's libraries and information organizations. Pre- or corequisite: MLIS 7000.

Learning Outcomes
Students will

1. Discuss the theoretical concepts and principles of leadership
2. Discuss the evolution of leadership styles
3. Discuss the role and importance of leadership development
4. Discuss the practical use of leadership skills in library and information centers
5. Discuss competencies of effective leadership in library and information centers
6. Discuss key research on leadership
7. Incorporate knowledge of leadership ethics
8. Use relevant documentation and citation tools

Materials
Textbooks Required
Machiavelli, Niccolo. 2003. *The Prince*. Translated by George Bull. Introduction by Anthony Grafton. New York: Penguin. Originally published in 1513. ISBN: 0140449159

Hernon, Peter, Powell, Ronald R., and Young, Arthur P. 2003. *The Next Library Leadership: Attributes of Academic and Public Library Directors*. Westport: Libraries Unlimited. ISBN: 1563089920

Textbook Optional
Olson, Christie A. 2004. *Winning with Library Leadership: Enhancing Services through Connection, Contribution, and Collaboration*. Chicago: ALA. ISBN 0838908853

Readings (available in Odum Library subscription databases unless indicated otherwise)
Ammons-Stephens, S., Cole, H., Jenkins Gibbs, K., Riehle, C., & Weare, W. (2009, April). Developing Core Leadership Competencies for the Library Profession. *Library Leadership & Management*, 23(2): 63-74.

Ayman, Roya & Korabik, Karen. (2010, April). Leadership. *American Psychologist*, 65(3): 157-170.

Bisoux, Tricia. (2005, September/October). What Makes Leaders Great. *BizEd*: 40-45.

Bregman, Peter. (2010, November 11). Why Leaders Must Feel Pain. *Harvard Business Review* Blog. http://blogs.hbr.org/bregman/2010/11/why-leaders-must-feel-pain.html

Collins, James C. & Porras, Jerry. (2005, September/October). Building Your Company's Vision. *Harvard Business Review*: 65-77.

Daft, Richard L. (2005). What Does It Mean to be a Leader? In *The Leadership Experience*. 4th edition. Chapter 1, pp. 2-33. Thomson. Available in Course Reserves.

Day, Barbara, Davis, Sandra, & Fitchett, Paul. (2007, Fall). Leadership: A Foundation for "Wisdom and Passion." *Delta Kappa Gamma Bulletin*, 74(1): 8-11.

Jackson, Danielle, Engstrom, Erika & Emmers-Sommer, Tara. (2007, November). Think Leader, Think Male and Female: Sex vs. Seating Arrangement as Leadership Cues. *Sex Roles*, 57(9/10): 713-723.

Kelley, Robert E. (1988, November/December). In Praise of Followers. *Harvard Business Review*, 66(6): 142-148.

Khurana, Rakesh. (2002, September). The Curse of the Superstar CEO. *Harvard Business Review*: 60-66.

King Henry V by William Shakespeare. Act 3. Scene 1. Before Harfleur. http://www.online-literature.com/shakespeare/henryV/11/

Loughlin, Catherine & Arnold, Kara A. (2007, Spring). Seeking the Best: Leadership Lessons from the Military. *Human Resource Management*, 46(1): 147-167.

Madlock, Paul E. (2008, January). The Link Between Leadership Style, Communicator Competence, and Employee Satisfaction. *Journal of Business Communication*, 45(1): 61-78.

Maslow, A. H. (1943). A Theory of Human Motivation. http://en.wikipedia.org/wiki/Maslow%27s_hierarchy_of_needs

McCain, John. (2004, September). In Search of Courage. *Fast Company*, 86: 51-56.

McCune, Jenny C. 1998. That Elusive Thing Called Trust. *Management Review* 87(7): 10-14, 16.

Melanson, Mark A. (2009). Leadership Wisdom. *U.S. Army Medical Department Journal*: 17-20.

Northouse, Peter G. (2007). Selected Assessments. *Leadership: Theory and Practice.* 4th edition. Sage. Course Reserves.

Perspectives on Leadership and ChangeMasters All Interviews in *Library Leadership & Management*:

> Ginnie Cooper by Mary Augusta Thomas. Fall 2009, 23(4): 177-178.
> Irene Owens by Eric C. Shoaf. Fall 2009, 23(4): 179-180.
> Mark Y. Herring by Jane Duffy. Fall 2009, 23(4): 180-184.
> Peter Northouse by Wendi Arant Kaspar. Fall 2009, 23(4): 184-185.
> Jerry Campbell by Marcy Simons. Fall 2008, 22(4): 168-171.
> Robert Rubin by Susan Corl. Spring 2008, 22(2): 65-68, 99.

Queen Elizabeth I. Speech to the Troops at Tilbury. http://www.luminarium.org/renlit/tilbury.htm

Riggs, Donald E. (2001). The Crisis and Opportunities in Library Leadership. *Journal of Library Administration*, 32(3): 5-17.

Rogers, Jody R. (2009). Critical Leadership Attributes for Army Medical Department Officers. *U.S. Army Medical Department Journal*: 11-13.

Rooke, David R. & Torbert, William R. (2005, April). Seven Transformations of Leadership. *Harvard Business Review*: 67-76.

Sanchez-Hucles, Janis V. & Davis, Donald D. (2010, April). Women and Women of Color in Leadership. *American Psychologist*, 65(3):171-181.

Shaw, Robert B. (2006, Fall). Leadership Lessons from the Life of Ulysses S. Grant. *Leader to Leader*, 42: 29-35.

Smith, Beverly McQueary. (2009, Spring). An Introduction to the Cleopatra Syndrome: Golda, Indira, Bella, Shirley, Margaret, Geraldine and Hillary (and now Sarah): Educating Women for Leadership Roles in the 21st Century. *Hamline Journal of Public Law & Policy*, 30(2): 485-492.

Sutton, Robert L. (2010, August 11). True Leaders are Also Managers. Harvard Business review Blog. http://blogs.hbr.org/cs/2010/08/true_leaders_are_also_managers.html

Tzu, Sun. *The Art of War*. http://en.wikipedia.org/wiki/The_Art_of_War

Unseem, Jerry. (2002, November 18). Tyrants, Statesmen, and Destroyers (A Brief History of the CEO.) *Fortune*, 146(2): 82-87.

Xavier, Stephen. (2005. Are You at the Top of Your Game? Checklist for Effective Leaders. *The Journal of Business Strategy*, 26(3): 35-42.

Zaleznik, Abraham. (1991, March-April). Managers and Leaders: Are They Different? *Harvard Business Review*: 126-135.

Zauderer, Donald G. (1992, Fall). Integrity: An Essential Executive Quality. *Business Forum*: 12-16.

Hardware

- A headset with attached microphone for use with Live Classroom.

Graded Components

The following components of the course are graded

Interview	30%	Due: March 9
Final Exam	50%	Due: May 3
Participation	20%	

- **Interview:** An interview with a library director

- **Final Exam**: Essay exam consisting of two questions: 1) What have you learned about yourself as a leader? and 2) What are the most important competencies (traits, skills, styles, etc.) for effective leadership in library and information centers?

- **Participation**: Following course and assignments directions/guidelines and scheduling one phone or in-person conference with the professor

Several self-assessments, such as the Myers-Briggs Type Indicator, are required but not graded. The results are necessary for completing a question on the final exam.

Additional details about each written assignment will be provided in BlazeVIEW.
All assignments are to be completed in order to pass the course.

Late assignments will be accepted but with the following points deduction: -5 points for any part of a 24-hour period; e.g., an assignment submitted 2 minutes late loses 5 points, one submitted 24 hours and 2 minutes late loses 10 points, etc.

Due date extensions are handled individually, and any request must be communicated via phone not email.

Note: Questions about assignments are to be sent in a BlazeVIEW email to the professor, who will announce clarifications to the class if necessary.

Syllabus
Week 1
J10-16   J11, 6:00 p.m.: Live Classroom: Introduction to Course
              Read: The Prince, VIV-XV; Tzu; Queen Elizabeth I; King Henry V

Week 2
J17-23   Monday, J17 MLK Holiday, VSU closed
              Read: Daft; Maslow; Northouse; Unseem

Week 3
J24-30   Complete Self-Assessments: See BlazeView for list

Week 4
J31-F6   Read: Bisoux; Day; Khurana; Melanson

Week 5
F7-13   Read: Rogers; Rooke; Sutton; Zaleznik

Week 6
F14-20   Read: Ayman; Jackson; Loughlin; Sanchez-Hucles; Smith

Week 7
F21-27   Read: Ammons-Stephens; Perspectives; Riggs

Week 8
F28-M6   Director Interviews and Catch Up

Week 9
M7-13   Director Interview Due by 12 Noon, Wednesday, March 9

Week 10
M14-20   Spring Break

Week 11
M21-27   Read: Hernon Chapters 1, 2; Bregman, Kelley; McCain; McCune; Zauderer

Week 12
M28-A3   Read: Hernon Chapters 3, 4, 5, and 6

Week 13
A4-10   Read: Hernon Chapter 8; Collins; Madlock; Shaw; Xavier

Week 14
A11-17   Conferences

Week 15
A18-24   Conferences

Week 16
A25-M1   Conferences

Week 17
M2-7   May 2 Last day of classes
            May 3 Final Exam due by 12 Noon
            May 7 Graduation

Grading
General Grade Scale
A = excellent work, among the best work seen at the graduate level
B = satisfactory work, better than average work at the graduate level
C = honest attempt, needs moderate to major revisions to be satisfactory
D = perfunctory or missing work

Points Grade Scale
A=93-100
B=85-92
C=77-84
D=69-76
F=Below 69

Final Grade Scale
A = always satisfactory, often excellent
B = mostly satisfactory, occasionally excellent
C = sometimes satisfactory, often needs revisions
D = rarely satisfactory, often perfunctory, late or missing
F = lacking even an attempt to learn or do, dishonesty, plagiarism.

Attendance
This is an online course and no face-to-face meetings are scheduled. Attendance at any scheduled Live Classroom is optional.

Communicating with the Professor
Be sure to see the file "Communicating with the Professor" on the BlazeView homepage. Following these guidelines is considered in the participation grade.

Academic Honesty
"Valdosta State University expects that graduate students will pursue their academic endeavors and conduct themselves in a professional and ethical manner. All work that a student presents to satisfy course requirements should represent his or her own efforts, including appropriate use and acknowledgement of external sources. Specific regulations related to student conduct and behavior are contained in the Student Handbook, Student Code of Ethics."
http://www.valdosta.edu/academic/AcademicHonestyatVSU.shtml

By taking this course, you agree that all required course work may be subject to submission for textual similarity review to SafeAssign, a tool within BlazeVIEW. For

more information on the use of SafeAssign at VSU see [SafeAssign for Students](http://www.valdosta.edu/academic/SafeAssignforStudents.shtml) (http://www.valdosta.edu/academic/SafeAssignforStudents.shtml).

Special Needs

Students requiring classroom accommodations or modifications because of a documented disability should discuss this need with the instructor at the fist class meeting. Students not registered with Special Services Program should contact Special Services in Nevins Hall, Room 2164, (229) 245-2498.

Student Conduct

Student behavior, which includes emails to class members and the instructor as well as postings to the discussion board in BlazeVIEW, is to be respectful and professional. Guidelines are specified in the Student Handbook, Student Code of Ethics. http://www.valdosta.edu/studentaffairs/documents/SAF_Student_Handbook2009-050809.pdf

Note: The instructor may adapt or change this syllabus and the assignments contained within it according to circumstances that may arise during the course of the semester.

<div align="center">LAST UPDATED NOVEMBER 18, 2010</div>