

LAMA news section

LAMA Committee and Discussion Group Reports

Assistants to Directors Discussion Group

The Assistant to the Directors Discussion Group met with eight discussion participants, including two who were new to the group. The discussion focused on the benefits and shortcomings of different types of librarian classifications (faculty, staff, or quasi-faculty). The discussion group continues to maintain an electronic discussion list for those interested in discussion group activities. To subscribe to the list, go to <http://staff.lib.muohio.edu/cgi-bin/mailman/listinfo/a2d>.—*Rob Withers*

Education Committee

Shift from Focus Group to Interviews of New Managers and Administrators

Jennifer Arns, University of South Carolina, developed a plan for a focus group discussion designed to identify skills and knowledge needed by new managers and administrators, and to identify what preparation is needed to be an effective manager or administrator. We identified a small group of library managers and administrators with one to five years of experience who were interested in participating in the focus group and who planned to attend the ALA Annual Conference in Orlando. However, approximately three weeks before the conference, when we were contacting each of them to confirm their attendance, we discovered that all but two of the participants had developed conflicts with our focus group day or time. We were not able to recruit additional participants with such short notice. As a result, during our meeting, we decided to abandon the idea of a focus group and interview new managers or administrators (defined as people who manage a program, unit, or team above and beyond basic supervision) to move this item forward. Arns will develop a set of open-ended interview questions and interviewing guidelines to solicit the types of information we hoped to gain from the focus group. Committee members will each interview six (or more) library administrators or managers, striving for a sample 50 percent public and 50 percent academic. Interviews will take place by November 1, 2004, with initial data compiled for discussion at our 2005 Midwinter Meeting.

We proposed a basic idea for a program, "Are You Prepared for Your Next Job?" for the 2005 ALA Annual Conference, to the LAMA Program Committee Monday, June 28, 2004. The program would include some of the results from the data collected. The committee would also like to

publish the data in an article. More planning on the idea of an article will take place at our 2005 Midwinter Meeting.

Competencies

We have completed a review of library and some business literature on competencies for managers and administrators, reviewed the work of other ALA entities in relation to managerial competencies, and looked at information available on the Web on managerial competencies. We discussed the information gathered, and feel that working toward developing administrative competencies as outlined in the committee charge would be duplication of effort. The group recommended that we investigate whether we can publish a bibliography or summary of our findings as part of our committee report in *LA&M* or on the LAMA Web site.

Management Internship

The group reviewed information gathered via a literature review and survey of management internship programs offered through ALA-accredited schools as follow-up to a previous request that the committee develop a model management internship. The committee feels that internships are often tailored to the participant and negotiated between host and candidate. It was suggested that the surveys done—a paper survey of library schools in 2003 and a survey of school Web sites for offerings—would make an appropriate publication. The committee also suggested asking the LAMA Executive Committee whether developing a model management internship is something we should pursue further.

Potential Shift from Committee to Interest Group

The group has also been discussing the potential shift from a committee to an interest group and how this might affect what we have been doing. Overall, the group had a number of questions about this proposed transition:

- What are the benefits of this change to LAMA? To the committee members?
- How would the group operate differently as an interest group rather than a standing committee?
- Would members be appointed as they are now, and would current committee members continue as interest group members? In other words, would there be continuity in the representation of the group?
- Would the change make it easier for the group to propose programs?
- How does an interest group differ from a discussion group or a round table?

- What would happen to projects that we are currently working on?
- What is the proposed timeline for making the change?—*Tracy Bicknell-Holmes*

Research Committee

The idea of some committees changing to an interest group format is still under discussion; however, we are authorized to begin acting as an interest group immediately. Interest groups are less formal in their organization, yet they are still authorized to sponsor program events. One of the points of concern regarding the change is that many institutions will only fund member attendance at ALA Annual Conferences and Midwinter Meetings if they are committee members or presenters. It is feared that changing to an interest group would adversely impact some committee members. Is anyone on the Research Committee in this situation? In addition, the necessary paperwork was submitted for our cosponsorship and endorsement of the ALCTS program in Chicago, "Why Can't Johnny and Joan Get Published?"—*Howard Carter and Carolyn Snyder*

LAMA Section Reports

Buildings and Equipment Section (BES)

The committee met on Monday, June 28, 2004, at 10:30 A.M. Chair Cheryl Albrecht welcomed all meeting attendees. The executive committee meeting and plenary session were held together. Albrecht encouraged committee members to publish (both print and online). She said LAMA is examining some of the obstacles and barriers with the goal of removing them to encourage publishing. Albrecht reminded everyone of the November 18-20 Palm Springs LAMA Institute and asked that they consider booking a LAMA Regional Institute. Each costs \$4,500, but often several institutions sponsor and share the expenses.

Ad Hoc Committee

The Ad Hoc Committee was established to work on the feasibility of creating a directory of library building projects. The committee is finalizing a fifteen-question survey that will be sent to all LAMA members. The survey will not be exhaustive, but it will make information available to ALA members about building projects. The committee is working on the costs of starting the publication and how to update it (with a library intern). The plan is to launch it in April 2005.

Architecture for Public Libraries Committee

The Architecture for Public Libraries Committee met twice during the Orlando Conference. Returning members were joined by many members to finalize preparations for the two programs the committee was presenting in Orlando

and to brainstorm new ideas for future programming. The two programs presented in Orlando were "Is the Honeymoon Over: Post-Occupancy Building Evaluation for Libraries," chaired by committee member Paul Zajfen, American Institute of Architects (AIA), and "Going Green without Going Broke Revisited," chaired by committee member Alex Lamis, AIA. Both programs received excellent evaluations. They were also well attended—approximately 250 and 80 people, respectively. For the 2005 Annual Conference in Chicago, the committee is planning a pre-conference developed from a proposal introduced by Ed Byers, Executive Director of the Oak Park Library. The tour will include three newly completed local libraries and culminate with an optional stop for a cocktail party at the Showroom of Agati Library Furnishings, the sponsor for the preconference. Committee member Dannelle Wrightson has agreed to chair this program.

The committee will also sponsor a program at the Chicago 2005 Conference titled "Changing Services/Changing Design," which will focus on the effect of new service models and changes in technology, staffing patterns, customer demographics, and customer needs and how these factors have inspired changes in critical aspects of library design. The program will review emerging trends and highlight new approaches to maximizing the use of space, resources, and impact. Innovative approaches will be shared to present new models for consideration; these models will have relevance to a wide spectrum of library building projects, whether partial renovation, full renovation, or new construction. Elisabeth Martin is the chair of this program. Another preconference is tentatively planned for the 2006 Annual Conference in New Orleans, titled "Competing Forces Create Compelling New Spaces." It will speak to seeking a balance between contradictory forces in library design, such as the desire for natural light balanced against the control of glare, open spaces versus the need to control acoustics, aesthetic goals versus durability, and so forth. Several comments from the "Is the Honeymoon Over?" program expressed an interest in discussing this topic in greater detail.

Building Awards Committee

Beth Babikow said plans are underway for the FY05 awards program. They want to do more publicity via invitations and e-mail to make sure there is a good attendance at the program. They plan to make the Chicago program a celebration of excellent building design.

Buildings for College and University Libraries Committee

The Buildings for College and University Libraries Committee met at 8:30 A.M. on Saturday, June 26. The meeting began with a brief report from Larry Nesbit concerning the program, "Nonverbal Communication Speaks Volumes." Because the program time, Monday, June 27, at 8:30 A.M., conflicted with the regularly scheduled committee meeting,

the committee decided not to meet, but instead agreed to take advantage and enjoy the presentation. The committee then discussed two program proposals for the 2005 Annual Conference in Chicago, both of which had been discussed previously at the 2004 Midwinter Meeting in San Diego. The first was a preconference case study and tour of the new library facility at Valparaiso University. This facility includes within it an automated retrieval and storage facility, which is one of the first to be installed east of the Mississippi. Participants will hear from the university librarian, university architect, design architect, and other library staff and faculty as well as the manufacturer of the automated retrieval and storage system, HK Systems. The preconference will be limited to eighty participants. The committee agreed to submit the proposal, and Dan Sally will chair the program.

The second program proposal, "Y Libraries: Designing and Building Libraries for the Y Generation," was presented by Larry Boyer and Steven Forman. In previous discussions, we had considered proposing a three-hour program, but the committee was persuaded by Forman that a more focused, two-hour program would be much more successful. The program will feature four speakers: the first from the furniture manufacturer, Herman Miller, focusing on defining the Y Generation and its information needs and learning preferences; followed by two architects and a university librarian outlining recent projects, including the library at Ferris State University, designed and built to meet those needs. The revised proposal generated a lot of excitement within the committee, and it again agreed to go forward with the program proposal. Boyer will chair the program. Boyer and Forman carried the two proposals forward to the LAMA Program Committee on Sunday, where both proposals were greeted with strong support. Presenters will continue to work on refining both proposals, and the BCUL committee will continue discussions at the 2005 Midwinter Meeting in Boston in January 2005.

Functional Space Requirements Committee

The Functional Space Requirements Committee met on Saturday morning to finalize plans for the committee's program, "Collaboration and the Building Project: Jacked Up or Hijacked?" Seven people were in attendance, including two incoming members of the committee. Those present continued the planning discussions for the upcoming year and decided not to pursue development of a program for the 2005 Annual Conference at this time. Incoming chair Daria Pizzetta will coordinate the plan of action to draft an updated edition of *Building Blocks*. Since the Midwinter Meeting, the committee members have reviewed the current edition and identified areas in need of revision and additional information. Members discussed revisions to the current format and a potential timeframe. The committee also intends to talk with Scarecrow Press, LAMA Publications, and Chris Filstrup, who served as the committee chair when the current edition was published.

The committee program was presented on Sunday, June 28, at 8:30 A.M., in the convention center. Approximately seventy-five people attended, and their comments and evaluation of the program were very positive. Daria Pizzetta served as the facilitator, and speakers were Henry Meyerberg, Jeffrey Cannell, and Nolan Lushington. Their presentation focused on the Albany (N.Y.) Public Library and how collaboration during the library's space planning process acted as a catalyst for community development.

Incoming Chair Phil Tramdack thanked Cheryl for her year of service as the BES Chair. He congratulated incoming Chair-Elect Drew Harrington. He encouraged all members to subscribe to BES-L by going to <http://lp-web.ala.org:800> and following instructions. Phil said we need to focus on the kinds of buildings we will need for the future and the changing expectations of users. He also stressed the importance of engaging young people in the organization and in BES. Drew expressed her pleasure with the opportunity of becoming the chair-elect.—*Barbara Norland, Elisabeth Martin, Larry Boyer, and Elinor Barrett*

Library Buildings Consultant List

The committee continues to work on this with the goal of putting this struggling publication on the Web site, making it more prominent, and giving it more pizzazz. They would like to make it free and are considering partnering with PLA.

Library Interiors, Furnishing, and Equipment

Evelyn Walker reported that "If You Brew It, They Will Come" was standing room only. In addition to being well attended, it was an excellent program. The committee is planning a program for Chicago called "Walk on the Future Side." The committee is also working with the International Interior Design Association (IIDA) to create a new award for library interiors. Awards will be given in the opposite year of the AIA-ALA awards. The proposal will be taken the IIDA board in July.

Nominating Committee

Dalia Hagan is the next chair of this committee and will be working on appointments this fall.

Safety and Security

The committee presented a preconference in Orlando titled the "USA PATRIOT Act: Managing Libraries in the Age of Terrorism." In Chicago it will be offering a program titled "Creating and Sustaining a Security Framework." The program will cover security for people, facilities, and collections.

Fundraising and Financial Development Section (FRDS)

The meeting was called to order by Wicky Sleight at 3:15 P.M.

Peter Pearson gave the election report and reported that the LAMA Board of Directors is concerned with finances. Steps are being taken to increase the endowment. Katharina Blackstead reported that the Marketing and Project Trends Committee wants to do a program in 2006 on best practices. The theme is "Critical Ingredients for Library Development." She recommended three speakers with successful development programs. Pamela Bonnell-Mihalix reported that the Program Committee is recommending a preconference at the 2005 Conference, "Get Our Your Vote," and a program on Monday, "Introduction of Planned Giving." The Program Committee recommended a program on book sales in New Orleans in 2006. Sleight requested Bonnell-Mihalix update her book sale manual for publication. Stephanie Sarnoff reported on the Fund Fare. Table talks were donor cultivation, creating giving a culture, and nurturing donors. Pearson appointed Gena Scott as Fund Fare chair for 2004-2005. Sleight reported that eight people attended the discussion group. It was recommended that the discussion group meet on the same day at the same hotel as the FRFDS Executive Committee.—*Pamela Bonnell-Mihalix*

Human Resources Section (HRS)

All-Committees and Executive Committee

It was announced that Kerry Ransel is the incoming chair for LAMA HRS, replacing Mary Frances Burns. Jeanne Voyles is chair-elect, and will be making committee appointments, so send nominations or suggestions to her. The Economic Status and Staff Welfare Committee is dissolved after this meeting, due to duplication of effort by other committees. Members have been reassigned to the other two HRS committees. The LAMA HRS Publications Committee had their last formal meeting. That committee is now dissolved (due to duplication with the LAMA Publications Committee) but will continue as a task force to complete the LAMA publications that contain the Orlando program proceedings. They will work with the LAMA Publications Committee to accomplish the task by the beginning of next year. The Executive Committee discussed the continuing duties of the two member-at-large positions and who will do what. One (Annie Marie Ford) will attend LAMA Membership Committee meetings and report back, and the other (Laine Stambaugh) will write the conference meeting reports and disseminate. This distribution of duties can be discussed between the senior and junior members-at-large each year to see who will do what. Ford mentioned that she got a late call for HRS to staff the LAMA booth in the exhibits area, so Ford and Stambaugh covered the HRS slot on Sunday, 11 A.M.-1 P.M. We need to be able to get the word out much sooner before Annual Conference, so other committee members may volunteer to fill slots. Ford, as liaison to the LAMA Membership Committee, reported that HRS has been losing about five members per quarter. The Executive Committee discussed ways to tap into other groups, such as the Middle Managers Discussion Group. The board also discussed the need to train committee chairs to be

welcoming of visitors who may want to sit in on meetings. There had been some reports of folks not feeling welcome at other LAMA meetings if they weren't official committee members. We can build membership by creating a good experience. The Executive Committee briefly discussed the need to review the HRS charge. It may need some tweaking. Ransel will look into this and send something out. The question was asked whether or not we need to send someone to the Committee on Organizations (COO) if we are thinking of revising our charge. The Executive Committee announced that HRS is co-sponsoring an ACRL College Libraries Section program at ALA Annual in Chicago 2005, "Bits and Bytes: Using Technology to Train Academic Librarians as Coaches."—*Laine Stambaugh*

Economic Status and Staff Welfare Committee

More than fifty people, composed of a mix of administrators and staff, attended the program "Building Leadership through Support Staff Development Opportunities." The program was well received, with comments ranging from "[the program] exceeded my expectations—the diversity of libraries and the methods chosen made the program applicable to everyone!" to "I am amazed at the number of places that are doing support staff conferences." Presenting were Linda Dobb, executive vice president, Bowling Green (Ohio) State University; Susan Hinds, library associate III, Auburn University Libraries; Dianne Smith, director of library human resources, Emory University; and James Hill, chair of the Library Support Staff Interest Round Table, with Gina Milsap, director, Ames Public Library, facilitating and providing the overview of the various programs. Programs discussed included the annual Ohio Library Support Staff Institute, a two-and-a-half-day program specifically geared to library support staff; Auburn's process as it hosted a free, one-day workshop aimed at library paraprofessionals across the state; Emory's promotion of the ALA Annual Conference as a priority staff development opportunity for support staff; and the establishment of a support staff development group in the Denver area called the "Metro Area Parapros" and how it has evolved.—*Eileen Theodore-Shusta*

Staff Development Committee

The committee's program, "Coming Full Circle: Enhancing Staff Skills within a Continuous Learning Environment," successfully ran on June 28 in Orlando. Speakers were Maureen Sullivan, Maureen Sullivan Associates; Robyn Huff-Eibl, team leader, Materials Access Team, University of Arizona Library (UAL); and Emanuel Albu, training manager, Queens Borough Public Library (QBPL). "Coming Full Circle" focused on designing and implementing a fully integrated staff development program. The program emphasized setting goals to address core competencies, testing training procedures at each point to ensure they contributed to desired outcomes, and evaluating learning outcomes as part of the ongoing process of staff development

and training. Albu discussed contemporary training theory and its application in the library setting at QBPL. Huff-Eibl described the experience of designing and implementing a continuous learning process at UAL. Sullivan set the context for discussion and led a facilitated dialogue with attendees. Attendee discussions focused on the planning process, the need to define training objectives clearly and succinctly, and methods of integrating training into the core values of an institution. In addition, the Staff Development Committee is planning a preconference for ALA Annual Conference 2006.

For years, the LAMA HRS Staff Development Committee maintained a clearinghouse of library policies and procedures at ALA headquarters. These materials have been sent all over the country by interlibrary loan request. Maintenance of the collection was provided by LAMA member Pat Finney, who works at the Center for Research Libraries in Chicago. Since many of these materials are now dated, some missing, and others more easily available online, the committee has decided it is time for the paper collection to end. However, those in need of this type of information need not despair. The Staff Development Committee is compiling a list of Internet search strategies and links to online sources.—*Andrea Stewart, Nancy Currie and Mary Frances Burns*

Supervisory Skills Committee

As the Baby Boomer generation of librarians reaches retirement age and the number of new graduates fails to meet the demand, many libraries are looking for qualified managers and supervisors. The Supervisory Skills Committee of the LAMA Human Resources Section sponsored a program that addressed the issue of identifying and supporting staff members who are the potential leaders of tomorrow. Speakers were Sarah Pritchard, university librarian, University of California, Santa Barbara; Mark Winston, assistant professor, Rutgers University, School of Communication, Information, and Library Studies; and Jeanne Goodrich, library management consultant and trainer.

Speaking from the vantage point of a library director, Pritchard emphasized long-range planning to prepare new leaders for vacated positions. She delineated factors to consider in choosing to promote from within or hire from outside and presented the many benefits of internal promotions. Since coaching and supporting new leaders requires time and care, she suggested a “train the trainer approach.” While nurturing this new talent, a director also needs to be alert to the climate of the institution and reactions from other long-term staff.

Winston focused his remarks on the role of leadership in influencing the attitudes, thinking, and behavior of others in an effective, informed, forward-thinking, and innovative way. He also introduced the concept of “followership,” a way of supporting the established or designated leader and organizational mission, not by simple blind obedience,

but rather by participation, input, and successful fulfillment of individual responsibilities. He suggested a five-part approach to preparing library leaders: graduate education, mentoring, modeling of best practices, leadership training, and development of a literature base.

The message of Goodrich’s presentation was the necessity of moving from doing things right (the traditional and solitary work of librarianship) to doing the right things (decision making in a collaborative approach). Managers must also make the leap from hiring the “best candidate,” one who has a good resume and appears affable in an interview, to finding the “best employee,” one who is competent, motivated, capable of leading a team, a problem solver. Goodrich observed that leadership within an institution can be nurtured by various means, including job redesign, job enrichment, job rotation and exchanges, project work, special assignments, study trips, leadership institutes, individual learning plans, and coaching.—*Laine Stambaugh*

Library Organization and Management Section (LOMS)

Comparative Library Organization Committee (CLOC)

CLOC is planning the second in a series of programs on theory and practice. The first program, held in Toronto, presented specific management theories and fairly self-conscious attempts to apply management theories to specific libraries. The Toronto program was well attended and well received. The second program will focus on organizational change and will begin with a presentation by a non-librarian management theorist. Then, an academic library director and a public library director will describe their attempts to apply specific management theories to organizational change in their libraries. Beverly Lynch will moderate the panel. CLOC is also considering a program comparing the profession of librarianship to other professions, such as nursing, teaching, and accountancy.—*Chris Filstrup*

Public Relations and Marketing Section (PRMS)

Education and Training Committee

The committee presented the program “What’s Next for Your Library: Harnessing PR Magic” in Orlando, featuring as panelists David Flynn, University of Hawaii; Cliff Haka, Michigan State University; Peter Persic, Los Angeles Public Library; and Marcia Schneider, San Francisco Public Library. Bill Warren, vice president of public relations and community affairs for Walt Disney World, had been scheduled to appear but had a death in the family and could not attend. The committee met following the program presentation, since the program was at the same time as the full section meeting. We are submitting a proposal to the Program Committee for a program in 2005, which Elaina

Norlin will lead, called “The ‘Purple Cow’ Theory and Libraries: How to Develop a Unique Selling Position to Recruit Remarkable People.” We will partner with the Institute of Museum and Library Services on this timely program. Norlin will be in touch with us as soon as we get (hopefully) approval for the program. Leora Kemp has volunteered to do the PR and marketing for the program. We will need more volunteers to work with Kemp, to develop the evaluation instrument, and coordinate details with Norlin. We will get notes out to everyone as soon as we have confirmation of the program’s approval. Amy Shaw checked with all of us to ensure that we had received and processed our appointment paperwork. Julie Elliott joined us for her first meeting, and we look forward to working with Brian Gray, one of the Leaders of the Pack, who has also joined the committee.—*Marilyn R. Wilt*

Systems and Services Section (SASS)

The Systems and Services Section (SASS) Technical Services and Systems Committee will be publishing a practical tips checklist for new managers in technical services at any level in any library. The manuscript is anticipated in 2005. SASS Executive Board is drafting a new charge that more clearly articulates the scope of our management perspectives. SASS Executive Board will bring the draft to the Committee on Committees for their approval.

The LAMA SASS Circulation and Access Services Committee presented, “Patron Privacy: Understanding the Effects and Creating Practical Strategies in the Light of FERPA, CIPA, and the Gramm-Leach-Bliley Act,” at this convention. Four speakers representing academic, research,

and public libraries described their research into and implementation of the three federal laws. A lively question-and-answer session followed. In addition, the committee met to discuss a program proposal for the 2005 Annual Conference. “Power to the User! Self-Service Innovations in Libraries” will explore the policy, training, and security implications as well as analyze cost versus benefit trade-offs in libraries offering self-service functions such as self-check-out, unmediated interlibrary loan, electronic document delivery, and user’s accessing and editing their own customer account information. Our patrons’ and customers’ expanding personal control over library services presents challenges and changes for our models of customer service and for staff training and flexibility. The committee edited and refined its proposal to the LAMA Program Committee and identified four potential speakers to contact initially. (Later during ALA Annual Conference, LAMA Program Committee approved this proposed program.)

Also, the committee began discussing library practice, professional ethics, and ALA policy about library use of patron and customer records. Current ALA policy addresses libraries protecting their records of titles and subjects our patrons and customers use or access except when presented a formal legal enquiry. However, libraries themselves use the information in our patron records for a variety of market research, fundraising, and political activities. This committee will research what policies and practices libraries and other institutions already follow and decide what draft policy to recommend for LAMA and ALA Council consideration. A subcommittee will research applicable policy and procedure and report back to the full committee.—*Stephanie Atkins and Debbie Tenofsky*

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