Compiled by Pixey Anne Mosley and Wendi Arant-Kaspar

Focus on Leadership

In line with its new focus on leadership, the **LLAMA Executive Board** reviewed the Core Competencies of Librarianship that was to be approved by the ALA Council, noting that leadership was absent from this list of Core Competencies. It was unclear if the Core Competencies were intended to be focused on library education and were meant to be outcomes of an MLS program and if leadership would be a later development. The LLAMA director-at-large will take this issue to them formally with a suggestion to add the Leadership Core Competencies, an article on which appears in the winter issue of *Library Leadership & Management*.

There is also some investigation of leveraging the Leadership Core Competencies and the Emerging Leader programs as a potential for certification or continuing education programs. Continuing education appears to be a future source of revenue, one that other associations and divisions, like the Public Library Association, have found successful. LLAMA is in conversation with the Center for Creative Leadership (CCL, www.ccl.org) about collaborating on a leadership program or institute. There may be the potential to partner with them to train selected LLAMA members to become CCL trainers offering workshops to the membership.

LLAMA is working on implementing the winning idea of the Young Leaders Program 50 Ways to Lead Your LLAMA. Sally Ma proposed a virtual community for new professionals to communicate and LLAMA's Kerry Ward is working with her.

The LLAMA Board also encouraged the sections and committees to explore the role of directors-at-large and members-at-large. These positions are largely undefined and are flexible enough to be able to assume roles related to communication and liaisoning with other groups, special projects likes surveys or procedures, etc.

Time to Get Involved!

We are coming into the period when committee assignments are made. If you are interested in getting more involved with LLAMA, fill out the form on the LLAMA website. It can be found under the link "Get Active in LLAMA" in the "About" section of the website (www.ala.org/llama). If you have questions about what it means to volunteer, you can also contact any current chair for information about the relevant committee.

Mentoring Program Update

The **Mentoring Committee** met at ALA Midwinter Meeting and reviewed the progress of the new LLAMA Mentoring Program. Overall, the program has been successful and the committee is pleased with the progress during the pilot year. During discussion, two topics stood out as newsworthy. The first is that, according to the mid-program survey of current participants, many duos have found successful ways to bridge time and distance constraints. To make participtans' experiences even better, the committee is going to use this information to create some tip sheets on creating successful virtual mentoring relationships.

The second major issue for the committee is the ongoing need for more mentors. They are still receiving more mentee applications than mentor volunteers. The application can be found on the LLAMA website by following the breadcrumb Home >> About LAMA >> Member Resources >> LAMA Forms >> LLAMA Mentoring Program. The URL is www.ala.org/ala/mgrps/divs/llama/lamacommittees/divisioncomms/LAMA_Mentoring_Committee/LAMA_Mentoring_for_Leadership_Program.cfm.

Mentors need to have five years of experience and become a LLAMA member (if not one already). If you have questions, contact Neely Tang at nt243@cornell.edu.

About the Money

One underlying theme in ALA and LLAMA meetings this year was concern about the effect of the financial downturn on the organization. For the past year, LLAMA's expenses exceeded revenues by $7,010, for a final operating fund balance of $164,211. The potential for impact on ALA and LLAMA is significant, from diminished, directly invested endowments to lower conference attendance caused by reduced membership travel budgets. To this point, LLAMA is looking for ways to give members more effectiveness for their dollar through enhanced member content and learning opportunities.

One key area of LLAMA's operating revenue comes from membership dues, and sections are encouraged to look for ways of increasing membership. One idea that was

mentioned in the Executive Board meeting was to engage with the New Members Round Table (NMRT) to catch new professionals as they are leaving NMRT. This is consistent with LLAMA's new focus of the larger leadership picture beyond just the manager and administration roles. Another area that will continue to be explored is how to give more to members. This may mean some resources on the website being limited to LLAMA member access.

LLAMA is also going to be looking for ways to reduce costs where it can. One example of this will be to encourage more partnerships with other divisions or round tables. Where cost sharing for a program is an option, it will reduce direct costs. However, even if the partnership does not bring in funds to pick up part of the cost, it will create broader attendance and promote LLAMA to a new potential membership pool.

The board and various sections will also be looking for ways to bring in new money through continuing education opportunities, both through preconferences and webinars. As new preconferences are planned and developed, it will be important to make sure that one has a robust audience for financial success and to not duplicate programs that will split the audience.

New Conference Schedule Coming 2010

Finally, as a part of the effort to make the conference experience more efficient and reduce conference expenses, the 2010 Midwinter Meeting and Annual Conference will be shortened. What has been proposed is moving the last ALA Council session from Wednesday morning to Tuesday afternoon. Though there will be a short-term inconvenience as meetings must move from traditional times to accommodate the compression, the change will allow members to save money on hotel costs and have more flight travel options. Similarly, the organization will see savings in convention center and meeting room costs. Divisions and sections are being asked to review their meeting schedules and needs possibly to consolidate meetings or committees for more efficient use of time and volunteer resources.

Get ALA Connected: Leveraging Technology to Build Community

Information Technology and Telecommunications Services (ITTS) gave a demonstration of ALA Connect, the system that replaces the existing Online Communities service and will provide a more functional virtual, collaborative workspace online. It is built using an open source software (Drupal) to add new functionality such as blog-like posts, wiki-like pages, and more. There will be a workspace for every active committee, interest group, discussion group, task force, and working group, and each division, round table, and section will also have an

area where its members can use these same types of tools to share information and meet the rest of the group's members. Established ALA groups will have their space prepopulated with information from the membership database so rosters and affiliations will appear. This same functionality will be available to members forming more informal groups around topics of interest or communities of practice. Major ALA events such as conferences and institutes will also have their own groups in ALA Connect so that participants can find current information about the event in one place.

Jenny Levine of ITTS also discussed how ALA will make use of third-party sites to increase the functionality of their webpages. She demonstrated a number of features including flyp media (http:// flypmedia.com), which provides embedded audio and video, and slideshare (www. slideshare.net), which publishes powerpoints and allows them to be tagged.

Although some functionality will be up with the initial launch, other developments are planned:

Phase 1: (soft launch in the beginning of March 2009; official launch in April 2009) members can create an online professional network that mirrors and extends their real-world network.

Phase 2: ALA Connect will be enhanced to include a mentoring function online and a documentation of the history of ALA activity for all members.

Phase 3: ALA Connect will have the addition of an events planner.

For more information, check out the Introductory FAQ for ALA Connect (http://itts.ala.org/update/wp-content/uploads/2009/01/alaconnect-phase1-faq.pdf).

Future of LLAMA Publications

The new **Publication and Editorial Advisory Board** had its first conference meeting at Midwinter Meeting. The meeting started with the wake-up call of a building fire alarm, requiring the group to evacuate their sixth-floor meeting room. Fortunately, the group was able to wait in the warm hotel lobby until the fire department gave an "all clear" and the hotel relocated them to a nearby first-floor room.

Based on what the journal editors have been hearing, many LLAMA members will be glad to hear that the board is going to arrange for an e-mail go out to the LLAMA membership when a new issue of *LL&M* becomes available on the Web. This seemed to be well received when mentioned at subsequent section meetings.

The group discussed a number of issues about the future of LLAMA publishing, whether through print or electronic means. They also discussed the importance of publica-

tions in the overall picture of enhancing revenues. The focus will be on books that do not have large resource outlays but with the potential for large market impact. The board will also be exploring future options such as webinars, tool kits, directories, and selling ad space in the journal.

The board also reiterated the importance of developing a detailed action plan for the move of *LL&M* (formerly *LA&M)* to online only and charged the journal's editors to work on this. Any members who have ideas for enhancing *LL&M* as it goes into a 100 percent online format (not just a PDF of the printed journal) should route suggestions to the associate editors, Wendi Arant Kaspar (warant@tamu.edu) and Pixey Anne Mosley (pmosley@tamu.edu).

Discussion Groups Overview

One of the quiet jewels of the slower-paced Midwinter Meeting is the opportunity to participate in discussion groups that allow librarians to share questions and ideas in a particular area with experienced peers. LLAMA offers some excellent opportunities in this area, and this year was no exception. Some discussion groups, such as **Dialog with Directors,** are more general in tone and focus on the broader aspects of LLAMA. Others, such as the **Safety and Security in Libraries Discussion Group**, one of many discussion groups sponsored by the **Buildings and Equipment Section (BES)**, are targeted to the special interests of a smaller focused group. In some cases, it also provides an opportunity to meet up with consultants and other support services representatives, such as architects or interior designers.

Attendance at this year's discussion groups continued to be solid, with more than two dozen participants at most events and some with more than forty. Highlights of topics discussed at some of the groups demonstrate the variety of interests and needs met by this forum. LLAMA's **Dialog with Directors** discussion drew a lot of first-time participants. Topics spanned across the spectrum. Some key issues that stood out were retirements and understanding how to effectively prepare and hire younger librarians to the management track. There were also discussions on multigenerational issues in the management ranks and to understand what administrators are looking for and how to build the needed skills. In addition to its successful discussion group, **Union Relations for Managers Discussion Group**, the **Human Resources Section (HRS)** hosted a new discussion group, **Emerging Trends**, in human resources. Out of this discussion, HRS plans to isolate significant trends and focus on identifying best practices that can be shared on the website. Topics discussed included financial issues, downsizing, merging departments, tenure status for librarians, and the need to improve the visibility of what libraries contribute to institutions.

Budget issues were also on the table for the **Systems and Services Section (SASS) Circulation/**

Access Services Discussion Group. With most attendees facing cuts, discussion ranged from savings through energy conservation to creative staffing plans and combining service desks. The group also discussed the future of course reserves in the context of the e-text digital rights management (DRM) world. The **Measurement Assessment and Evaluation Section (MAES) Discussion Group** explored financial issues from a different perspective: Return on Investment (ROI). Titled University Investments in the Library: What's the Return?, the discussion looked at a project between the University of Illinois at Urbana–Champaign and corporate vendors to tack this question as a case study. The **BES Safety and Security Discussion Group** had a balanced attendance of academic and public librarians, with a couple of school librarians joining as well. The focus this year seemed to be on developing emergency and disaster response plans, with an emphasis on having a good process in place for reporting, tracking, and analyzing security and safety incidents. One discussion looked at getting administrative buy-in for enhancing emergency plans, and discussed the perceived pros and cons of conducting fire drills in academic libraries. There was also sharing of experiences in how the best laid plans can still miss something in the event of real disasters, such as an effective lockdown procedure, and some dialogue on the particular safety and security problems an urban library faces.

The **LLAMA Middle Managers Discussion Group** had about twenty-five attendees and clearly identified some areas of interest, including the challenges of change management, leading from the middle, leading up, and how to connect strategic planning and an organizational vision to the front lines. The **BES Libraries and Interiors Discussion Group** had some interesting conversations about the pros and cons of natural light. According to one librarian, it is possible to have too much of a good thing if you have a reflective lake outside the windows.

In keeping with the somber financial tone that permeated the conference, questions were asked and ideas were shared on doing low-cost refreshing of spaces rather than more expensive renovations. Information, Learning, and Third-Generation Research Commons were topics that were shared with other discussion groups, especially the **BES Facilities Planning Discussion Group**. Another topic of interest for this group was a discussion on the challenge of getting energy efficiency and environmentally friendly certifications in the renovation of a seventy-year-old historic library building. Finally, a discussion on acoustics and white and pink noise generators rounded out the topics that were explored. The **Moving Library Discussion Group** brought in individuals with questions and experience-based answers to a table. Topics were moving issues with new buildings, collection integration issues, weight issues with compact shelving, staffing concerns during moves, and particular challenges associated with rare book moves.

2009 Preconferences to Watch For

As you are planning your conference registration, it may be useful to know that LLAMA is offering eight different preconferences at the start of the 2009 Annual Conference in Chicago. Five are being offered by the **Building and Equipment Section (BES)** and one each from the **Fund Raising and Financial Development Section (FRFDS)**, **Measurement, Assessment, and Evaluation Section (MAES)**, and **Human Resources Section (HRS)**. The various titles are

- Development's Next Top Model: Best Practices in Fund Raising
- Living the Balanced Scorecard (This is a repeat of a very well received MAES preconference offered in 2008)

- An Inside Look at Leadership
- Moving Your Library's Collections
- Green Library Interiors
- Protecting Rare Materials: Optimal Environments for Paper Based Collections
- Uncommonly Sustainable: The New Information Commons at Loyola University–Chicago
- Building Blocks 101: A Space Planning Workshop with Hands-On Experience

More detailed information about the LLAMA program offerings at Annual Conference will be coming with the next issue of *LL&M*.

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