ARL Leadership Fellows Program
2016–2017
A presentation for the ARL 2017 Spring Membership Meeting

Photo of Rocky Mountain National Park, Estes Park, Colorado, by Brian Keith
What is the fellows program?

“This executive leadership program facilitates the development of future senior-level leaders in large research libraries and archives…. this program is designed to build on self-assessment and reflection and to explore a personal/professional area of interest in the context of a group setting.”

Sue Baughman, ARL
Who are the 2016–2017 fellows?

- Ken Burhanna, Kent State University
- Talia Chung, University of Ottawa
- Dennis Clark, Virginia Commonwealth University
- M.J. D’Elia, University of Guelph
- Erin Ellis, University of Kansas
- Julianne Gilland, University of Texas at Austin
- Nancy Godleski, Vanderbilt University
- Sara Harrington, Ohio University
- Cynthia Henderson, University of Southern California
- JoAnn Jacoby, University of Illinois at Urbana Champaign
- Brian Keith, University of Florida
- Denise Koufogiannakis, University of Alberta
- Tim McGeary, Duke University
- Holly Mercer, University of Tennessee
- Tom Moothart, United States Forest Service
- Naomi Nelson, Duke University
- Lisa O’Hara, University of Manitoba
- Dawn Paschal, Colorado State University
- Susan Powelson, University of Calgary
- Trish Rosseel, University of Alberta
- Joseph Salem, Jr., Pennsylvania State University
- Roger Schonfeld, Ithaka S+R
- Hannah Sommers, George Washington University
- Claire Stewart, University of Minnesota
- Scott Warren, Syracuse University
- Doug Way, University of Wisconsin
- Annie Wu, University of Houston
From All Over North America
Program Norms

• Participate
• Inquire to learn
• Speak your truth
• Respect confidentiality
• Support the group
• Listen
• Appreciate the time we are being given
• Discuss the undiscussable
  – create a safe space to discuss issues
• Be present

Thank you DeEtta Jones,
DeEtta Jones and Associates
Program elements

- 360 Degree Assessment
- Strategic Weeklong Institutes:
  - Colorado State University
  - University of Alberta
  - Duke University (With side visit to NC State’s Hunt Library)
- Online Synchronous Sessions
- Multi-day, customized, immersive Library Director Shadowing Experiences
- ARL/CARL Joint Spring Association Meeting (Spring 2016)
- CNI Meeting and visit to George Washington University Libraries (Fall 2016)
- ARL Membership Meetings (Fall 2016, Spring 2017)
Synchronous sessions

- Development and Advancement
  - Chris Ahearn, Princeton University, May 2016
- Job Seeking and Working with Search Firms
  - Shelly Weiss Storbeck, Storbeck/Pimentel & Associates, June 2016
- Advocacy and Public Policy
  - Prue Adler & Krista Cox (ARL) and Susan Haigh (CARL), November 2016
- Organizational Climate and Culture
  - Mark Ehrhart, San Diego State University, December 2016
- Crisis Communication
  - Jack Dunn, Boston College & Julia Zimmerman, Florida State University, February 2017
- Facilitation
  - Sue Baughman and Elliott Shore (ARL), April 2017
- Interviewing and Negotiating
  - David Banush, Tulane University; Melissa Just, University of Saskatchewan; & Simon Neame, University of Massachusetts Amherst, April 2017
The opportunity to take “deep dives” into the workings of peer institutions through the weeklong institutes, to get a full sense of the scope of their work, and to hear from them and see at every level their successes and challenges, has been a learning experience that I could not have replicated even with many years of networking and collaboration.

Julianne Gilland
Institute I: Colorado State University

• Fort Collins, Colorado; March 28–April 1, 2016

• Themes:
  • University citizen
  • Effective collaborations
  • Merged libraries and IT
  • Inclusive excellence

The fellows with Dean Pat Burns in front of the CSU ram.
Collaboration and impact emerged strongly from CSU

“Collaboration flourishes at the nexus of trust and risk-taking.”

“We need to get to the right tables, and to create the right tables... tables only the library can convene.”

“This was a key takeaway for me, ‘What is best for the library in 50 years?’

“The library has to be deeply engaged, as partners with our faculty and administrative colleagues, in solving big problems. Making the argument about the value of higher ed is the business of everyone in higher ed—including the library—and we all have to do it, and we all have to get better at doing it.”

Talia Chung
Holly Mercer
Claire Stewart

Naomi Nelson
Key Takeaway: University Citizen

It is not what the university can do for the library, but rather, what does the university need from the library?
Thank you to Pat Burns, Dean of Libraries and Vice President for Information Technology, Colorado State University.
Institute II: University of Alberta

- Edmonton, Alberta; September 12–16, 2016

- Themes:
  - The importance of place and context
  - Local impact and reconciliation
  - Global collaboration and leadership
  - Storytelling

Collecting and telling compelling stories about what we do and how we integrate with the work of our campus is critical.

“As leaders we need to facilitate good work, be ambassadors, and look to the future.”

“Narrative is crucial to everything we do or set out to accomplish – make sure your library’s unfolding story is part of the larger institutional one. Be a storyteller!”
All of these people are under 40, not.
Key Takeaway: The Importance of Place and Context

‘Layers upon layers—each situation is complex and comprised of many overlapping contexts, including historical ones.’ Trish Rosseel
Thank you to Gerald Beasley, Vice-Provost and Chief Librarian, University of Alberta

The Fellows with Gerald Beasley and The Right Honourable Kim Campbell
Institute III: Duke University

• Durham, North Carolina: March 5–10, 2017

• Themes:
  • Development and advancement
  • Building and renovation projects
  • Inclusive excellence
  • Strategic planning and engagement

Community and inclusive excellence emerged strongly from Duke.

“One thing I’d say I learned is the importance of community--of our libraries, our universities, our users, and that of our broader communities.”

Lisa O’Hara

“Leadership has to do with finding out where we are from, carrying on the legacy, and building relationships that make a difference in other people’s lives.”

Annie Wu

“Maybe this idea of inclusion goes back to ‘sharing leadership.’ Maybe that is an answer to the question of feeling a sense of belonging. It’s making sure that diverse voices have the weight of action to move us toward inclusion.”

Dennis Clark
A wonderful visit to Duke Lemur Center.
Bright memories and blurry photos from the Roof at the Durham Hotel
Thank you for a wonderful reception and tour of the Hunt Library!

• Thank you to Susan Nutter, Vice Provost and Director of Libraries, NC State
  – Patrick Deaton, Associate Director, Learning Spaces and Capital Management
  – Wendy Scott, Associate Director for Organizational Design and Learning
  – NCSU Libraries’ staff
Key Takeaway: The Challenges and Opportunities of Capital Projects

Design is the easy part. Getting people on the same page requires diligence, planning, and story telling.
Thank you to Deborah Jakubs, Rita DiGiallonardo Holloway University Librarian and Vice Provost for Library Affairs, Duke University
Immersive Experiences

• “[The immersion opportunity] was a tremendous experience for me and really gave me a sense of what a day (a very, very long day) in the life of a library dean is like!” Talia Chung

• “[The immersive experience was] a special highlight of exceptional value. Discussing... ideas for change and seeing them implemented was truly inspiring.” Dawn Paschal
Thank you to the library director mentors

• Larry Alford, University of Toronto
• Joyce Backus, National Institutes of Health
• James Bracken, Kent State University
• Barbara Dewey, Penn State University
• Susan Gibbons, Yale University
• Cliff Haka, Michigan State University
• Lorraine Haricome, University of Texas at Austin
• Geneva Henry, George Washington University
• Arnold Hirshon, Case Western Reserve University
• Damon Jaggers, The Ohio State University
• Wendy Lougee, University of Minnesota
• Joe Lucia, Temple University
• Krisellen Maloney, Rutgers University
• Carol Mandel, New York University
• Mary Ann Mavrinac, University of Rochester
• Beth McNeil, Iowa State University
• Jim Mullins, Purdue University
• David Seaman, Syracuse University
• Scott Seaman, Ohio University
• Ginny Steel, UCLA
• Sarah Thomas, Harvard University
• Diane Walker, Notre Dame
• Tyler Walters, Virginia Tech
• Leslie Weir, University of Ottawa
• Paul Wester, National Agricultural Library
• John Wilkin, University of Illinois at Urbana Champaign
• Julia Zimmerman, Florida State University
Reflections on Leadership

“Leadership is crucial to organizational success. But the form that leadership takes is different everywhere you look... there is no single way to lead.”
M.J. D’Elia

“Leaders see what they are not told to.” I wrote that down in Alberta and have tried hard since then to ‘see more than what I am told.’”
Cynthia Henderson

“The program reinforced for me how important it is to be able to find a place to lead and contribute effectively. We call it fit, but it is more complicated than that. Fit is important on both ends. If you are going to work hard, it has to be for something you believe in.”
Joseph Salem, Jr.

“There is the easy thing, and the right thing. Do the right thing.”
Hannah Sommers
Key takeaways

- **University citizen**: It is not what the library can do for the university, but rather, what does the university need from the library?
- The role of **storytelling**.
- The constancy of **change**, and the necessity of taking the long view.
- **Layers** upon layers—any situation is complex and comprised of many overlapping contexts, including historical ones.
- **Inclusive excellence**.
- The critical importance of **building relationships, partnerships, and community**.
- Thinking about how **the research enterprise and student success** interface, compete, and feed each other.
- **Vision**, and the necessity of seeing beyond the surface.
- The importance of **place**.
Thank you to the Leadership Fellows Advisory Group

- Rebecca Graham, Chief Librarian and Chief Information Officer, University of Guelph
- John Lehner, Associate Dean for Personnel, Planning, and Systems, University of Houston
- Ann Thornton, University Librarian, Columbia University
- Xuemao Wang, Dean and University Librarian, University of Cincinnati, and Chair
- James Williams, Dean of Libraries, University of Colorado
Thank you to our program leaders, teachers, and mentors.

Sue Baughman, Deputy Executive Director, ARL

Elliott Shore, Executive Director, ARL
And so we come to the end…

“I am grateful for this focused opportunity to learn, grow and reflect on leadership. I will take away from this experience an expanded network and the relationships I was able to develop, ranging from my mentor from my immersive experience to the other Fellows, many of whom I would not have had an opportunity to get to know outside this program.” Doug Way
But the learning goes on…

“For that which is always in motion is eternal.”

Cicero, *De Re Rublica*

Roger Schonfeld at Rocky Mountain National Park, Estes Park, CO.