

## **A Message from the President, Susanne Markgren**

Happy New Year! I am pleased to step into the role of ACRL/NY President for 2010. This year we will continue with many of the initiatives we began in 2009. Our discussion groups have been reorganized to better fit the ever-changing roles and diverse interests of today's librarians, and we working with other library organizations in the area to collaborate on advocacy issues and sponsor programs that will appeal to academic librarians.



Our annual symposium, Emerging Leadership in Academic Libraries, was held on December 4, 2009, at Baruch College's Vertical Campus Conference Center. From all accounts (and evaluations) it was an enormous success. This was the first year it was held in this location on the 14th floor. The large sunny room worked quite

well for the poster presentations, and the round tables provided attendees an excellent space for networking. There were four speakers, all librarians in leadership roles: Brian Mathews, Amanda Etches-Johnson, Mary Carmen Chimato, and Damon Jaggars. Their abstracts, bios, and reading recommendations, as well as poster session abstracts and a bibliography can be found on the symposium web site: <http://acrlnsymp09.wordpress.com/>

I want to thank Caroline Fuchs for her work as our dedicated legislative advocate. She asked Assemblyman Mike Miller (of the 38th District) to come to the symposium and say a few words on the importance of funding to maintain and sustain our libraries. His presence was much appreciated by the attendees.

I am delighted to introduce Carrie Eastman as the Symposium Planning Committee Chair for 2010, and the Vice President/President Elect. She already has lots of ideas for the 2010 symposium. If you are interested in serving on the Symposium Planning Committee, please contact her.

The rest of the **Executive Board** for 2010 is as follows:

- Rosanne Humes, Immediate Ex-President
- Katrina Frazier, Acting Treasurer
- Bellinda Wise, Membership Secretary
- Sarah VanGundy, News Editor
- Marsha Spiegelman, Secretary
- Monica Berger, Webmaster, Blogteam
- Scott Rummler\*, Webteam
- Caroline Fuchs, Legislative Liaison
- Lois Cherepon, Archives Coordinator

#### **Geographic Sections:**

- Susan Werner, Chair, Long Island
- Fiona Grady\*, Vice-Chair/Chair Elect, Long Island
- Barbara Bonous-Smit, Chair, New York City
- Anne Leonard, Vice-Chair/Chair Elect, New York City
- Gloria Meisel, Chair, Westchester
- Kris Wycisk, Vice-Chair/Chair Elect, Westchester

#### **Discussion Groups:**

- Distance Learning: Kathryn G. Shaughnessy\*, Chair
- Education/CMC: Sheila Kirven\*, Co-Chair & Amy Catalano\*, Co-Chair
- Information Literacy/Instruction: Eloise Bellard, Chair
- New Librarians: Michael Handis\*, Chair

- Resource Sharing: Maureen Weicher, Chair
- Special Collections and Archives: Keith Muchowski\*, Chair
- User Experience: Carrie Netzer Wajda, Chair

We will hold the following discussion group meetings this spring: Information Literacy/Instruction on February 19, CMC/Education on March 19, Distance Learning on April 9, and Resource Sharing on May 7. These will be initial, kick-off meetings for these groups. Please contact the chair of the group if you are interested in attending. You do not need to be a member of ACRL/NY for the initial meetings, but you will need to join to continue to be a member of the discussion group. In addition, the User Experience Discussion Group will meet on February 3. See the ACRL/NY web site for further details: <http://www.acrlny.org/>

Thanks to the continuing board members for all your hard work, unlimited enthusiasm, and much needed support. And welcome to our newest board members (so noted by an asterisk after their names). I'm looking forward to working with all of you to promote our association, advocate for libraries in the greater New York City area, and offer our members motivating and provocative programs, meetings, and discussions in 2010.

–Susanne Markgren

## **Honorable Michael Miller, New York State Assembly**

*The Honorable Michael Miller addressed the briefly addressed the symposium audience. Please see the text of his remarks below.*

Good Afternoon Ladies and Gentlemen,

Thank you for inviting me to speak at the ACLR conference. This event helps to highlight the very important role of academic libraries in society today. The Association of College and Research Libraries fosters cooperation among libraries in order to help serve the academic community, and this is invaluable. Free access to information is critical to innovation and the educational process.

Currently, academic libraries are evolving to meet the informational needs of the 21st Century, and government leaders must acknowledge and support the library as an essential institution. As students and researchers expect more and more with every click of a mouse, government officials on every level must support these demands for digitization. More technology equals new technology, and as you develop you'll need more specialists to handle growth in this sector. Government needs to recognize that the increasing costs of libraries must be met in order for us to compete in the marketplace of ideas.

This is why I was so disappointed when the Assembly put libraries on the

chopping block. The question of how to close New York's budget gap has no easy answers, but I am determined to work with you and for the best interests of our community. You can count on me as a resource and advocate.

## **Symposium Speaker I: Brian Mathews**

**"Service and the Subconscious"**

Brian Mathews began the morning session with what he called, "the conference's most abstract presentation." Titled, "Service and the Subconscious," Mathews's presentation was a mix of strategic planning, personal reflection, and leadership theory. According to Mathews, a leader's role is to create an environment that inspires staff. As User Experience Librarian at Georgia Tech, he was troubled at times by the rushed quality of library services. To counteract this, he was guided by the idea of inspiring "world famous" service. He based his plans on the initiatives of Seattle's Pike's Place Fish Market and other forward looking companies. Brian challenged his department to envision what it would mean for Georgia Tech's library to be the best at what they did. The library's staff and faculty were encouraged to monitor themselves as well as call out others who were not living up to the collective vision of the department.

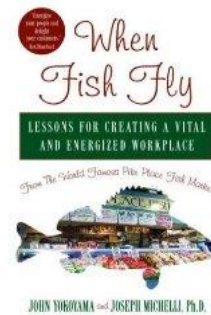


In order to create a more user-sensitive library, Brian brought unlikely pairings of students, faculty and staff together to generate ideas, asked “odd” questions, encouraged new activities, used games to involve students, and observed in detail how space was currently being used in the library. He found that just as negativity can be contagious when an organization is slipping, positivity can be contagious when the energy turns around. Influenced by Phil Jackson’s book, “Sacred Hoops,” Brian worked with others to build a team in which everyone was involved and played a role, and break down barriers within the library.

Another theme that Brian discussed was that of “Aloha” or an attitude of friendly acceptance, unexpected kindness, a shared sense of joy and peace, and self awareness and presence of mind. Aloha has been particularly relevant to Brian’s current position as Outreach Librarian at University of California at Santa Barbara, where the traditionally laid-back school is going through a troubled period due to the state’s budget crisis.

Citing David Allen’s “Getting Things Done,” Brian suggested that listeners could prepare to become a leader by being mindful, volunteering for grunt work, being involved in assessment as a door to change, always having a side project, and finding a mentor. A mindful leader, he said, will also be a good follower, and know what it means to be led.

Books mentioned by Brian Mathews:



John Yokohama & Joseph A. Mitchell, *When Fish Fly: Lessons for Creating a Vital and Energized Workplace from the World Famous Pike Place Fish Market*. New York: Hyperion, 2004.  
<http://www.worldcat.org/oclc/52806137>

Phil Jackson, Hugh Delehanty, Bill Bradley. *Sacred Hoops: Spiritual Lessons as a Hardwood Warrior*. New York: Hyperion, 2006.  
<http://www.worldcat.org/oclc/74149973>

Janice Redish, *Letting Go of the Words: Writing Web Content that Works*. Boston: Elsevier/Morgan Kaufmann Publishers, 2007.  
<http://www.worldcat.org/oclc/85828748>

Ram Charan, *Know-how: The Eight Skills that Separate People who Perform from People Who Don't*. New York: Crown Business, 2007.  
<http://www.worldcat.org/oclc/68373258>

Karen Glover, "The Evolution of the Georgia Tech Library Circulation Department" *Journal of Access Services* 4.3 (2008).

–Maureen Weicher

### **Symposium Speaker II: Amanda Etches-Johnson**

"Learning to Emerge: 10 Things I've Learned About Library Leadership"

Our speaker started her presentation by emphasizing the dynamic nature of leadership; she changed her title from "10 Things I've learned" to "10 Things I am learning" to better reflect her overarching "lesson" that, although discreet projects may end, the multiple insights gained from leading any project continue. She characterized herself as a reluctant leader, who had previously, and exclusively, associated leadership with "textbook management techniques." Using some inspiration from mentors, some examples of her own work experiences and some analyses of what she saw as successful social-leaders, Etches-Johnson outlined 10 lessons that have helped her embrace the prospect of leadership.

1) No Ego: Inspired by Jim Collins's *Good to Great*, ([www.jimcollins.com](http://www.jimcollins.com)) Etches-Johnson echoes that what allows a good idea to become a great idea is for the leader to not "hold on to credit" – she has seen this work in a former boss who encouraged her teams to "work it out" as if any idea were their ideas. As a result, her boss was able to generate better- and best-ideas, foster "buy-in" and have everyone contribute to excellent execution.

2) No one is a "born expert": Etches-Johnson shared a lesson gleaned from the Canadian, "Northern Exposure to Leadership Institute" (<http://www.ls.ualbereta.ca/neli>).

Although we may have built up an area of expertise, being open to the "expertise" of others – both within our area and outside our domain—allows us to evolve in our expertise and offers a more-informed view of librarianship in general. Although she initially defined herself as a "user-advocate," being open to colleagues' notions of "user-experience" helped refine her notions of library advocacy in general.





3) Ask for forgiveness, not permission: Waiting around for permission to implement ideas on the enterprise level can permanently sidetrack good projects. If you can implement ideas with the technology and resources that are available to you, try it on a small scale to check viability; if successful, the “test” can offer proof-of-concept for implementation at the next level.

4) Admit your mistakes: With a humorous visual of a misspelled tattoo (“Facebok”), Etches-Johnson points out that leaders who fail to admit their mistakes will lose more than “face.” Failure to admit a bad decision undermines your team’s faith in your ability to recognize sound judgment. From the Social-Leader world, she pointed to the Flickr July 21, 2005 blog entry entitled “sometimes we suck”

([blog.flickr.net/en/2005/07/21/sometimes-we-suck](http://blog.flickr.net/en/2005/07/21/sometimes-we-suck)) wherein the Flickr administrators admitted that internal and external communication problems left a “small percentage” of users, (but a “pretty large number in absolute terms”) confused and annoyed after a hardware platform shift. Etches-Johnson offered her own gaffe too: in trying to establish digital signage for the Commons in her library, she bought more than the library could handle – acting against the advice of one of her IT team. Although the LCD screens are beautiful, the software purchased to generate the signs is so complicated that the signs and announcements are often outdated.

5) Celebrate your failures: Etches-Johnson points to the “Fail Whale” graphic as a good way to not only admit your mistakes, but celebrate them! Fail Whale appears on Twitter page when too many people overwhelm the Twitter system; it depicts small Twitter birds working together to carry a hefty whale.



It has inspired a Twitter Fan Club ([twitter.com/failwhale](http://twitter.com/failwhale)) and the, “Fail Whale Pale Ale,” which brings celebration of the fail to a new level, with fans designing the label! Etches-Johnson suggests that the library world could take a page out of the t=Twitter book – in

addition to Library Success Wiki, she suggests a Library Failure Wiki, both to celebrate failure and to help others avoid the problems. In addition she'd like to see a "library fail" camp.

6) Leadership is important, so is management: Both are important, neither one is "complete" without the other. Even if one has taken "management" courses, it may be worthwhile to take a refresher course in "project management" in particular. Failing to manage people, time and/or resources effectively can mean a failed project.



7) Mentors: Get one. Be one. Internal mentors can help you to understand the system as it is, and help you to figure out ways to implement changes you may think are helpful. External mentors can offer an outsider's view of how to navigate your institution and profession effectively, and alternative viewpoints for individual projects, organizations or management philosophies.

8) Network. SRSLY: Etches-Johnson's online class, "Five weeks to a Social

Library" ([www.sociallibraries.com](http://www.sociallibraries.com)) started with a blog post, and comments in which people volunteered to help. Networking through online sites allowed Etches-Johnson to connect with other librarians who have similar interests, in ways that might have been geographically impossible in the face-to-face world.

9) Stretch Yourself: Even if you think you can't do something, give it a try...work outside your comfort zone, you may be pleasantly surprised by what you can accomplish.

10) Model the behavior: Embody the qualities you wish to see at work in your team. Your behavior can have an impact, positive or negative, on the effectiveness of collaboration. And of course, always show appreciation for the team –balance this with "no ego" above.

In closing, Etches-Johnson reiterated that these are not the only things she is learning from her team projects, but that she hopes they are the ones that translate across institutions and projects. She looks forward to learning more along the way.

Book mentioned by Amanda Etches-Johnson: James Collins, *Good to Great: Why Some Companies Make the Leap and Others Don't*. New York: HarperBusiness, 2001.

<http://www.worldcat.org/oclc/46835556>

–Kathryn Shaughnessy

### **Symposium Speaker III: Mary Carmen Chimato**

“10 Years, 4 Libraries, 2 Office Moves, and 1 Staff Retreat Later: A Leader Emerges”

Mary Carmen Chimato engaged symposium attendees with high-energy freestyle approach, reaching an audience that extended across the conference room. In her presentation, Chimato shared her professional life experiences, commitment to work, and the fervor to create the best user experiences possible for library patrons. She began her career at the Florence A. Moore Library. Her experiences as a newbie librarian and the mentoring she received transformed her into an experienced librarian. Working in a small library required wearing multiple hats and taking on multiple responsibilities. She continues her professional journey at North Carolina State University (NCSU), where she is Head of Access Services in a large library, supervising a large number of staff.

Chimato told of her determination to create a user friendly environment for library patrons and simultaneously improve the morale of the circulation department at NCSU. She created a sense of belonging to a team in her department, producing and atmosphere that is supportive, collaborative, and goal driven, ensuring and sustaining a pleasant work environment for her staff. This allowed her employees needed to achieve the best possible outcomes for the experiences of users and their own job satisfaction. Her relentless efforts to inspire staff, create trust, resolve issues in a timely manner, and support staff initiatives helped her realize her professional goals. Chimato

recommends the book, “Death by Meeting” by Patrick Lencioni, for leadership and team-building inspiration.



Chimato endorses a practical leadership style. She described the characteristics of responsible leaders, suggesting that good leaders must ask difficult questions and attempt to arrive at decisions that everyone agrees to support. Leaders should acquire the communication expertise to pitch ideas to employees and administrators during the initial planning stages of a change. Leaders, she says, should offer challenges to their staff; even small successes can be improve employee morale. In her experiences as a leader, Chimato has learned to invite feedback from all levels, allow risk taking, generate higher expectations, and acknowledge achievements. She believes that positive library user experiences depend on service; every library employee, should treat everyone, including colleagues, as customers of the library. She goes on to state that effective leaders can motivate by:



- Putting work in context
- Developing their followers professionally
- Leading by example
- Providing support

Chimato believes “attitude is everything.” She encourages library leaders to develop a positive attitude, a sense of humor, confidence, and commitment to their work. With this kind of a leader, staff will soar with vigor and enthusiasm to achieve goals.

Mary Carmen Chimato, an emerging leader, credits her success to having a phenomenal mentor, professional life experiences prevailed, and the unwavering commitment to create the best user experience possible for library patrons.

Book mentioned by Mary Carmen Chimato: Patrick Lencioni, *Death by Meeting: a Leadership Fable about Solving the Most Painful Problem in Business*. San Francisco, CA: Jossey-Bass, 2004. <http://www.worldcat.org/oclc/53848357>

–Dianne Gordon Conyers

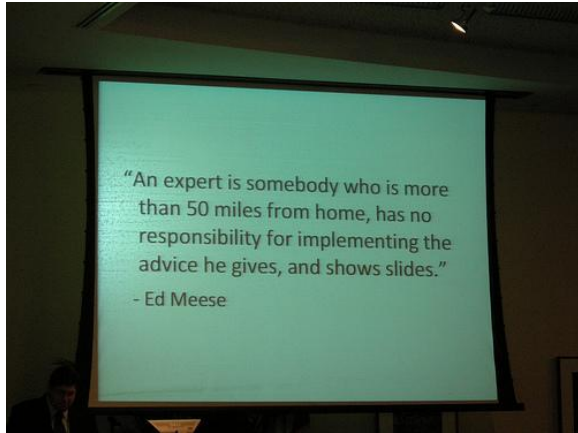


## Symposium Speaker IV: Damon Jaggars

“I Can’t Believe He Did That...Again”



Damon Jaggars’ presentation focused on developing our ability to manage ourselves and our relationships, and the impact developing this ability has on organizational effectiveness. His stated goal was to generate audience self-reflection about the social capacities leaders need. He illustrated the organizational benefits of practicing social intelligence with personal anecdotes drawn from his experience in three different library organizations: a small liberal arts college, and two large complex library systems. Mr. Jaggars described how one can better manage employees and one’s own boss by acting as a connector, resulting in positive organizational outcomes a more enjoyable work experience.



Leaders need to bring greater thoughtfulness to relationships in the workplace. Most successful librarians are operationally effective, or, “smart people who produce.” Such people are often assigned management roles based on this operational effectiveness, not on their social skills. But managing others requires social capacities. Libraries are not at the forefront of leadership development, and our organizations often suffer. The higher one rises, the more social skills become crucial and the importance of technical skills diminishes.

Maintaining self-awareness can lead to better leadership effectiveness. Self-awareness is the ability to accurately monitor one’s own emotional and physical states and how they affect those around you.. People look to leaders for cues: “Is the current situation hopeful or dire? How does the leader feel?” Leaders must develop an understanding of how their own actions affect other people.

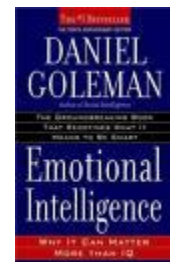
Social awareness is active concern with the emotional needs of others. It is important to be aware of the motivation and commitment levels of important stakeholders in the organization, as well as team members. Try to view things from

the point of view of others and take an interest in their needs.

It is important to develop an accurate understanding of formal and informal decision-making structures in your organization. Don’t promise things to people outside the organization before clearing things with relevant organizational decision-makers, as this will damage your position with people outside the organization, and possibly within the organization as well. Position yourself as someone who provides accurate information to the decision-makers.

It is your responsibility to engage in a lifelong process of enhancing your social capacities. If you admit when you screw up and manage others thoughtfully, you will be forgiven. You will also be more effective, more successful, and happier.

Books mentioned by Damon Jaggars:



Daniel Goleman, Emotional Intelligence. New York: Bantam, 1995.<http://www.worldcat.org/oclc/32430189>

Daniel Goleman, Richard E Boyatzis, Annie McKee, Primal Leadership: Learning to Lead with Emotional Intelligence. Boston: Harvard Business School Press, 2002. <http://www.worldcat.org/oclc/54798787>

Douglas Stone, et. al. *Difficult Conversations: How to Discuss What Matters Most*. Penguin, 2000.  
<http://www.worldcat.org/oclc/44063027>

Kerry Patterson, et. al. *Crucial Conversations: Tools for Talking When Stakes are High*. McGraw-Hill, 2002.  
<http://www.worldcat.org/oclc/48989136>

Richard E Boyatzis, Annie McKee, *Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion*. Boston: Harvard Business School Press, 2005.  
<http://www.worldcat.org/oclc/5854666>

--Trish Keogh

## Symposium Prize Winners

We would like to congratulate the following winners of the symposium raffle prizes. The proceeds from the raffle benefit ACRL/NY programming and initiatives. The 2009 winners are:

- Irina Kandarasheva from Columbia University (Netbook)
- Holly Heller-Ross from SUNY Plattsburgh (Flip Camera)
- Betsy Crenshaw from LIU Brooklyn (hand-beaded necklace made by Carrie Eastman).

Two door prizes, consisting of certificates for free admission to the 2010 ACRL/NY Symposium, were won by:

- Lucy Heckman from St. John's
- Steve Essig from New York County Public Access Law Library



## User Experience Discussion Group Meeting, Feb. 3rd

Do you wonder about the future of libraries?

If you have ever wondered how your current students' experience of your library, you are not alone. How do we serve our faculty and students while keeping an eye to future innovation? Come share and discuss your ideas, visions or fears of the future of libraries at the next ACRL/NY User Experience Discussion Group Meeting.

Topics:

\*Getting to know your students, the December 2009 Pew Research Center report on the Millennials

(<http://pewresearch.org/pubs/1437/millennials-profile>), visions of the future of libraries - the good, the bad, the transformative, the mundane, and anything else that inspires us!

Light refreshments will be served.

The Essential Details:

Wednesday, February 3rd at 6:00 pm  
Berkeley College

3 E 43rd St., 7th Floor Conference Room  
<http://acrlnyux.wordpress.com/>

Please remember to RSVP so that you can get into the building! You will need to show identification.

<http://spreadsheets.google.com/viewform?formkey=dHRuak5LOW8zZHVHQmxudld1bjU4QWc6MA>

### **Information Literacy Discussion Group Meeting, February 19th**

Please join the Information Literacy Discussion Group of the Association of College and Research Libraries, Greater New York Chapter (ACRL/NY) for an organization meeting to be held **February 19, 2010, from 9-10:45 AM**. This meeting will give members and attendees an opportunity get to know one another and discuss possible items and topics for upcoming meetings. ACRL/NY Executive Board members will be on hand to meet and greet participants.

The meeting will be held at Mercy College's Manhattan Campus, 66 West 35th Street, between 5th and 6th Avenues. Please bring a photo ID.

For directions to Mercy College, please check their website:

<https://www.mercy.edu/pages/273.asp>

PLEASE NOTE: Your name must be on our list to get into the building, so it is important to RSVP if you think you might come. Please follow this link to RSVP: <http://bit.ly/ACRLNY> We look forward to seeing you there.

Refreshments will be served.

### **METRO & ACRL/NY Co-Sponsoring Workshop on Influence and Leadership with Melanie Hawks**

**Date: Monday, March 22, at METRO**

**Time: 9:30am-4:30pm**

Who Should Attend: Librarians, support staff, archivists, information professionals, and students who want to develop their ability to influence peers, administrators, patrons, and other stakeholders.

Description: Organizations are full of people with talent, insight, energy, and ambition who don't necessarily have the formal authority to make and implement decisions on their own. Even those in management roles often find that using authority is not the most effective way to get things done. Working with and through other people is an essential skill

for anyone who wants to see their ideas take root. This highly interactive workshop will allow you to develop a concrete influence plan for a real situation in the workplace. Group discussions, written exercises, and lecturettes will help you discover how to shape others' opinions and move your ideas forward without relying on positional power.

Presenter: Melanie Hawks is the Learning and Development Coordinator at the University of Utah's J. Willard Marriott Library. Melanie has more than fifteen years of experience as a trainer and facilitator in the nonprofit and higher education sectors. She designs and delivers both online and in-person learning events for library professionals throughout the United States and Canada. Melanie has a Master of Professional Communication from Westminster College and has recently authored the ACRL Active Guides on Life/Work Balance and Influencing Without Authority.

### **Distance Learning Discussion Group "Meet and Greet," April 9th**

The newly-formed ACRL/NY Distance Learning Discussion Group is looking forward to tackling topics that can inform, inspire, encourage and otherwise rejuvenate Librarians who are working through the challenges and victories that come with supporting distance learning programs. We are in the process of gathering polling potential DLDG members for convenient meeting dates,

venues and topics. Please contact Kathryn Shaughnessy ([shaughnk@stjohns.edu](mailto:shaughnk@stjohns.edu)) for more information.

Save this Date: One date that you can safely mark on your calendar now is our DLDG, "Meet and Greet", to be held **9:00 – 10:45 on April 9th** at Adelphi University, Manhattan Center (75 Varick Street). This is an "open" DLDG meeting, where library personnel who are not currently ACRL/NY members can "try-out" a discussion group. Executive Board members will also be on hand to discuss the professional development opportunities available through membership in the ACRL/NY chapter.

### **Long Island Chapter Event, April 16th**

ACRL/NY Long Island Chapter is presenting, "Institutional Repositories: A digitization case study and lessons learned" on **Friday, April 16, 2010, 10am to 12noon**, at Adelphi University, Garden City, NY.

The speakers will be Jason Torre, University Archivist, Stony Brook University and Colleen M. Kenefick, Director of the Center for Healthcare Information and Education, Stony Brook University. For further information, please contact Susan Werner, [susan.werner@stonybrook.edu](mailto:susan.werner@stonybrook.edu).

## About ACRL/NY

*Connections: The ACRL/NY Newsletter*, is published by the Greater New York Metropolitan Area Chapter / Association of College and Research Libraries, Inc.

Submissions and suggestions can be sent to the current news editor:

Sarah VanGundy, Reference and Instruction Librarian, SUNY Purchase College Library

sarah.vangundy@purchase.edu

Links to past issues of *Connections* may be found here:

<http://www.acrlny.org/news.htm>

### Membership

You may find the membership form for joining ACRL/NY at the ACRL/NY website:  
<http://www.acrlny.org/>

Join online:

<http://www.acrlny.org/membership.htm>

or

By mail:

<http://www.acrlny.org/membership2008-2009.pdf>

## Upcoming Events

Check the website <http://www.acrlny.org/> for the most complete event information!

### February

**3<sup>rd</sup>** User Experience Discussion Group Meeting, 6pm, Berkeley College

**19<sup>th</sup>** Information Literacy Discussion Group Meeting, 9:00-10:45 am, Mercy College Manhattan Campus

### March

**22<sup>nd</sup>** Metro & ACRL/NY present workshop on Influence and Leadership with Melanie Hawks, 9:30-4:30, Metro

### April

**9<sup>th</sup>** Distance Learning Discussion Group Meet and Greet, 9:00-10:45 am, Adelphi University Manhattan Campus

**6<sup>th</sup>** Long Island Chapter Event, "Institutional Repositories: A digitization case study and lessons learned," 10am – noon, Adelphi University, Garden City, NY