

LLAMA news section

Compiled by Pixey Anne Mosley and Wendi Arant-Kaspar

Mentoring

Previous issues reported about the new **LLAMA Mentoring Program**. We are happy to report that it was officially launched at the 2008 American Library Association (ALA) Annual Conference in Anaheim. The major goals of the program are to increase member involvement in LLAMA and to assist members at all stages with career development. The kickoff event provided an excellent opportunity for the mentoring duos to meet each other and learn about the formal mentoring program established by LLAMA. Janine Golden, chair of the LLAMA Mentoring Committee and a noted expert on mentoring programs, gave an overview of the program and provided many helpful and some humorous hints on building successful mentoring relationships. Special thanks go to the following members of the original pilot committee for their hard work in putting the orientation and program together: Janine Golden (chair), Elaine Cline, Peter Deekle, Nancy Hershoff, Marie Seymour-Green, Christine Shupala, Barbara Spears, Neely Tang, and Deborah Tenofsky. To find out more about the LLAMA Mentoring Program, or learn how to become a mentor or mentee, please e-mail Neely Tang, chair of the LLAMA Mentoring Committee at nt243@cornell.edu, or any one of the members of the LLAMA Mentoring Committee.—*Based on a report from Neely Tang*

2008 Conference Program Redux

There were many well received LLAMA programs presented in Anaheim. The **Library Organization and Management Section (LOMS)**, **Financial Management Committee** organized a program titled, “Shift Happens: Aligning Financial Decisions with Strategic Directions,” that was presented on Saturday, June 28. Three panelists representing public and academic libraries shared the ways in which they had attempted to allocate resources to support the strategic directions at their respective institutions and 189 people attended the program. Members of the committee have also been working on editing a previously written article that inspired the ‘Shift Happens’ program that will be submitted to *LA&M* for publication. The **Systems and Services Section (SASS) Management Practices Committee** put on a program “You’ve Been Shopped: Mystery Shopping for Better Service.” It consisted of academic and public librarians that have used a mystery shopper program to improve

customer service in their library. Despite some minor bus delays, it was well attended and positively received by participants.

The **Building and Equipment Section (BES)** stood out with seven programs, a preconference tour, and an awards program. The **Architecture for Public Libraries Committee** provided a program about sustainability efforts and constructing green buildings that attracted large audiences and they also organized a tour, providing the opportunity for more than one hundred librarians and architects to participate in a day-long tour of two Southern California public libraries (Santa Monica and Cerritos) that have led the way in sustainability and creativity. The **Buildings for College and University Libraries Committee** offered “Tomorrow’s Libraries in Today’s Spaces,” which was attended by more than five hundred and provided insights on renovating and retrofitting older academic libraries to provide up-to-date information commons and other services. The **Library Building Awards Committee** program attracted more than 250 conference attendees who heard a panel of architects, designers, and librarians discuss future trends and “future-think.” The **Safety and Security of Library Buildings Committee** put on “Environmental Building for Rare Materials,” and the **Library Interiors, Furnishings, and Equipment Committee** had a successful program on ergonomics in the library. All of the section’s discussion groups—**Library Interior, Moving Libraries, Safety & Security, and Library Facility Planning**—met and, although they attracted small audiences, were characterized by wide-ranging discussions that often went beyond the allotted time slots. At a delightful ceremony and reception in the Disneyland Fantasy Hotel, the 2008 ALA/IIDA Interior Design Awards were presented.

New Faces in New Roles

Larry Nash White is the new **LOMS Planning & Evaluation of Library Services Committee (PELS)** chair for 2008. Outgoing PELS Chair Vanaja Menon led the committee to resurgence in activity and membership and a successful 2009 ALA Annual Conference program proposal. Congratulations to Vanaja for her wonderful leadership!

In the **Systems and Services Section (SASS)**, Jennifer Millikan, director of library services at Kirkwood Public Library (St. Louis, Mo.) has been appointed interim

secretary for the **SASS Executive Board** for a one-year appointment. Millikan oversees all of the technology in the library and the circulation and information services (reference) departments at Kirkwood. Joseph Williams is the new **webmaster of SASS**. He recently left his position as college librarian at Briarcliffe College to go to SUNY Maritime College where he will be serving as the collection development and acquisitions librarian. Williams and a colleague are also currently working on an interlibrary loan research study that has been accepted for publication. (As an aside, when you meet him in person at conference, he goes by Joe.)

Upcoming LLAMA Leadership Institute Opportunities at Midwinter Meeting

In conjunction with ALA Midwinter Meeting in Denver, LLAMA is planning to offer two leadership institute options. Both institutes are full-day offerings on Friday, January 23, 2009. Registration for the ALA Midwinter Meeting is not required for either institute.

The first institute offering is titled “**Library Leadership: You Are How You Communicate.**” This one-day institute will feature international marketing executive, consultant, and entrepreneur Alexis Sarkisian. Participants will focus on library leadership as an essential core value for all who work in libraries. They will develop and practice effective communication skills, both verbal and non-verbal, that are necessities for developing an organizational vision, and advocating for that vision. Participants will learn the essential tools to:

- identify best communication practices for leadership including interpersonal communication, group dynamics, negotiation and conflict resolution;
- understand, and build *their own unique* and successful leadership communication styles; and
- understand, and work with, the communication styles of others.

As a consultant, Sarkisian uses her education and professional experience to help libraries and library staff to understand and utilize best practices in library marketing communication. She is also a member of the adjunct staff at Dominican University.

Registration: ALA members, \$285; LLAMA members, \$235; Non-members, \$385; Student/retired members, \$135. Advance registration opened October 1 at www.ala.org/midwinter.

The second institute offering focuses on improving project manager skills and is titled “**Mission Possible: Practical Project Management.**” Pat Wagner, cofounder and consultant for Pattern Research, will present ways for attendees to become more resourceful and effective at project management. Materials covered will include setting benchmarks,

negotiating responsibilities, and creating shared priorities. Participants will learn how an effective planning process can ensure improvement in the management of special projects, ongoing multiple projects, and even personal time. Project failures will be used as a diagnostic tool for identifying personnel, budget, policy, and communication issues that affect institutions every day. Participants will learn skills for identifying and correcting underlying problems in existing projects. This institute is open to anyone interested in improving their own project management skills and is especially helpful for teams of decision-makers and key frontline supervisors, managers, and support staff.

Wagner has thirty-plus years of experience as a library consultant and trainer and is known for her good-humored and practical programs for libraries of all types and sizes. She works with libraries on identifying, streamlining, and repairing project management processes for construction, automation, conference, publication, promotion, and strategic planning ventures.

Registration: ALA members, \$245; LLAMA members, \$195; Non-members, \$345; Students/retired members, \$95.

2009 Conference Programs in the Works

Several sections and committees are moving right along at planning programs for the 2009 Annual Conference in Chicago. The **Library Organization and Management Section (LOMS), Organizational Theory and Practice Committee** is planning a program titled, “I’m a Leader, I’m a Follower: Middle Management Theory and Practice.” It will be their fourth in a series of programs linking management theory and library practice. The **LOMS Planning and Evaluation of Library Services Committee** and **Measurement, Assessment, and Evaluation Section** is also deep in program planning for a cosponsored program titled “Listening to the Customer: Using Assessment Results to Make a Difference.” This program will review various outcome-based assessment tools being used by university and public libraries. The program focus is on how these tools and their use improved library services or programs based on the results of the assessment conducted. It should be very customer-focused, practical in application, and a logical follow-up to the successful Got Data series of programs. The program will feature the results of different assessment processes being effectively used to make positive differences in service to library customers.

The **Systems and Services Section, Management Practices Committee** is working on a program on libraries participation in the Second Life program for 2009 in Chicago. Jumping ahead to 2010 in Washington, D.C., they are looking at an ambitious preconference featuring Merlin Mann, the creator of the Inbox Zero concept of managing e-mail overload. They are also exploring a regular program on succession planning in libraries.

Finally, as a fascinating teaser, watch for more about these programs by **LOMS Risk Management & Insurance Committee**. They are working on two programs for Annual Conference 2009: "Training as Risk Management" and a program about dealing with an active shooter situation with a good deal of time devoted to Q & A with the experts.

New Direction and Leadership for *LL&M*

As LLAMA shifts its mission to be more focused on leadership, the publications of the association will also move to become more strategic in their direction. The new **LLAMA Publications Editorial Advisory Board (PEAB)** will replace the **Editorial Advisory Board (EAB)** and the **LLAMA Publications Committee**, assuming all of their combined responsibilities for supporting and advising on LLAMA publications and *Library Leadership & Management (LL&M)*. Diane B. Bisom, who most recently chaired the **LLAMA Task Force on Communication**, will chair the new committee. The **LLAMA Publications Editorial Advisory Committee** will have a representative from each LLAMA section. The EAB also discussed the charge of the new combined committee. The goal is to have a more unified and consistent voice for LLAMA's publications, in addition to being able to better leverage resources and expertise. With these greatly expanded responsibilities, it may be necessary to have multiple PEAC meetings at ALA, subcommittees, or much work done outside of conferences. Paul Anderson thought that a great deal of the work would be done between conferences and noted that the Task Force on Communication had done this very effectively. ALA Production Services has also seen substantial personnel changes in the last year.

Outgoing *LL&M* Editor Gregg Sapp brought up the issue that the HTML features are currently published on the website without editorial review. So far, these features have either covered awards (John Cotton Dana Awards, Interior Design Awards, and Library Building Awards) or events such as LLAMA's fiftieth anniversary. Since it was begun eighteen months ago, the narrative has been very straightforward and factual with a lot of images. The LLAMA office has been responsible for gathering the information from committee chairs and working directly with ALA Production Services in putting together the feature. The result has been fine, but a more sustainable model is needed in the future with features needing to be identified farther in advance, responsibility for preparing draft copy assigned and editorial oversight included.—*Based on the report of the Editorial Advisory Board meeting, chaired by Paul Anderson*

Editorial Changes

The EAB presented Sapp, the outgoing *LL&M* editor, with a plaque recognizing his many contributions to *LL&M*. Sapp said that assisting authors in developing manuscripts that are ready for publication is a key responsibility of the editor. This responsibility can take a lot of time as most manuscripts require multiple drafts. After being thanked by the EAB for his work, Sapp said he was very proud of the theme issue on international librarianship.

One of Sapp's last activities was to participate in the interviews for the incoming associate editor's position in Anaheim, along with EAB Chair Paul Anderson, LLAMA Executive Director Kerry Ward, and Eric Shoaf, the incoming *LL&M* editor. They held two interviews: one with an individual and one with two librarians who wished to serve as coeditors. The EAB discussed the idea and agreed that as long as accountability for meeting issue deadlines could be established there would be no disadvantage in having coeditors. It was thought that being able to share the work load might offer coeditors an advantage in working on multiple projects. Ultimately, the committee selected the coapplicants, Pixey Anne Mosley and Wendi Arant Kaspar, both of Texas A&M University Libraries.

Going Online: *LL&M* Makes Plans to Leverage the New Website

LLAMA Webmaster Brian Gray reported that the **Web Site Advisory Board** surveyed a small group of users about the website and found that users were having problems with navigating the site. Virginia Branch conducted an observation of various employees within her library to see how they could or could not navigate the LLAMA website. In order to modify the Quick Links for the material from the sections it is necessary to go through ALA. The **LLAMA Office** is considering getting a consultant to help redesign this system so that changes can be made locally. The migration to the new ala.org information architecture has resulted in a lot of down time as all directories need to be rearranged. In some cases, the down time has been a full week or more. Web 2.0 and the new platform for hosting *LL&M* will enable the magazine to offer many new features. The role of the editors, the LLAMA office, ALA Production Services, and the PEAC in developing these features needs to be considered. Sapp specifically asked the EAB to discuss the columns in *LL&M*.

Currently, *LL&M* is available online as a PDF of the print magazine that is mounted each quarter, along with a members-only Web feature, usually involving some sort of graphics and color. The screen display is serviceable, but needs updating. A new Web presence needs to be developed, which will require the development of a beta site so that the design, features, and navigational elements can be tested before the actual site is brought online in fifteen

months. Who will be responsible for the Web design and when will this work begin are questions that still need to be addressed. Certainly, the PEAC would have a role in making recommendations and testing for the new site.

Moving to the new ALA host for the magazine occurred in September. The new platform should enable new features and eliminate the problems faced currently. Gray indicated that several other new systems may be employed to provide enhanced access online:

- The upcoming communities system at ALA uses Drupal open-source software. The new system has all of the features of the previous system, but does not have the lock-down problems found at the ALA-controlled wiki. Rather, it invites and permits use. The new presentation wiki allows users to find information on programs without the need to remember the sponsoring division. It is not an archive, but a link to websites that have content (see www.presentations.ala.org).
- SlideShare.net is also available. Advantages include the ability to convert PowerPoint presentations to Flash, add links automatically, compatibility with blog software (including WordPress), synching sound with slides, and the fact that it is highly “indexable.” LLAMA already has links from its orientation program available. Links can be provided to allow a presenter to e-mail presentations to attendees (see www.slideshare.net/LLAMA_ALA).
- Shoaf also discussed the editor’s blog to which he has contributed regularly. Interest in the blog has increased and holds promise as a communication tool. At some point, *LL&M* may want to consider hosting a non-editor’s blog. LLAMA is now using WordPress as its blogging platform and has full control of content and settings. This platform offers a huge advantage in that it will not be affected by future technology changes at ALA. Blogs may be an effective way of carrying on a dialogue related to a theme from an issue or a topic covered in an article.

Completing the transition to an online journal is now planned for winter 2009 with the electronic-only format set to begin with volume 24 in 2010. There are a number of issues that need to be resolved before the transition can occur. First, LLAMA needs a marketing plan to minimize the loss of subscribers to the print version. A significant loss of subscriptions would have a big impact on the divi-

sion’s budget. There is also recognition that it will be important to work closely with ALA Production Services in supporting an online-only format.

Content Online and Maintaining Membership

Open access for at least some features on some kind of delayed basis is an issue that needs to be explored. Members-only access to the online journal has been debated more than once in the EAB. At present, access to the online edition of *LL&M* is limited to LLAMA members only. Some feel that this limit should be dropped and access open to all, consistent with ALA’s support for open access. However, there is a concern that open access could result in a loss of membership and thus, loss of revenue, for LLAMA. Delayed or partial access for articles and special features is also under discussion. One possible idea is to provide open access three months (or some other specified timeframe) after the issue date while another possibility is to provide a subset of the information from the members-only full feature concurrently with the issue. The group briefly discussed the idea of moving coverage of the three LLAMA awards now covered as a members-only feature to the website so that they would be available to everyone. Presently these are limited to LLAMA members.

It will be important to develop a program to encourage subscribers to the print version of *LL&M* to continue their subscriptions when the magazine moves to an online-only format. This is primarily a marketing effort, and the EAB and the LLAMA office thinks it can most successfully be accomplished in conjunction with the development of LLAMA’s marketing plan.

There is an ongoing issue with gathering sufficient material for the magazine, in terms of both scholarly items and advertising content. The EAB hopes that more of the content being developed in the sections could migrate to *LL&M* and the website. It is hoped that efforts by the PEAC, which has a representative from each section, and the efforts of the Program Committee will be successful in increasing content and the dissemination of information to the LLAMA membership. *LL&M* has not had any significant advertising revenue for some time. The online environment especially with the new host platform for the magazine offers a chance to look again at sponsorship and advertising opportunities.

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LLAMA

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