

Editor's Introduction

Connections, Collaborations and Co-Editing: It's about the People

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In this, the last issue of *Library Leadership & Management*, I feel that it is the best one that we have done yet. Perhaps it is because we, as co-editors, have had a couple of years to learn and develop (and make mistakes and learn from them) so that we have finally got it down...or perhaps it is the nostalgia that I feel as we close this last issue in our editorship...or perhaps it is that the articles in this issue are focused almost entirely on the importance of people and HR, which is of particular interest: the articles all acknowledge the contributions of the people who work in libraries, the people who lead libraries, the people who are active in ALA.

A number of the articles in this issue explore the value of people and their importance to our mission and organizations. In her column, the LLAMA President, Pat Hawthorne, highlights the collaborative nature of LLAMA and ALA and how much she has learned from interacting with people in the association. Her background in HR and focus on development attests to her commitment to growing people and the profession, a commitment indicated in the announcement for the Midwinter LLAMA Career Institute, as a LLAMA Presidential initiative.

Several other features also examine the value of employees, particularly in view of recent economic hardships. Katopol looks at knowledge transfer and sustaining the organizational knowledge when individuals retire. Staines provides advice about "Finding the Best People in a Tough Economy," a theme that is reinforced by Defa in his guest column on strategic and effective recruiting in libraries, from the perspective of a CHRO in a University. Westbrook builds on this with practical advice on how to leverage technology to engage the next generation of librarians with "How to Use Free Online Tools to Recruit and Manage Remote LIS Interns."

Extending this attention to efficiency and strategic operations, a couple of articles bring attention to how libraries and librarians can be more intentional about what they do: Bartlett turns her recurring New and Noteworthy column to the issue of time management with "Making Every Hour Count: Librarians and Time Management" and draws attention to a number of useful sources; Haycock takes a high-level view of leadership with Strategic Thinking and examines the impact of treatises from Lao Tzu and Clausewitz on how organizations, and specifically libraries, operate effectively.

Brown and Pastenbaugh, officers of the Measurement, Assessment and Evaluation section of LLAMA, examine the needs of the membership of MAES through a survey and propose future directions of LLAMA and MAES as well as presenting implications for measurement and

assessment within the profession and practice at large. They also have the distinction of being the first section within LLAMA to publish a recurring feature in *LL&M*.

Pixey Mosley, Co-Editor of *LL&M*, reflects back on her time editing the journal and lessons learned, drawing distinctions between the different roles played by editor, reviewer and author. Her acknowledgement of the various contributions underscores, in my mind, how very important the collaborative effort is. As I have performed my duties as co-editor, I have also learned a lot about the publishing process, scholarship and professional engagement. In particular, it has been impressed upon me how much such work relies on the engagement of many people in many roles to be successful.

I have had the opportunity to work with a talented and committed co-editor in shaping *Library Leadership & Management* as the voice of LLAMA and position it to model the values of the association and the profession. It would not have been such a positive opportunity for growth and the outcome would not have been of such a high quality, had it not been a collaborative effort. Taking the journal from a commercial publisher to an open access model was a risky enterprise and one that we shared. *LL&M* is evidence that the whole is definitely more than the sum of the parts. Having a partner provides the confidence to take risks, the creativity to push into unknown territory, the feedback to always improve and the support to weather the criticism. So, thank you, Pixey, for making this effort such a successful venture.

In addition, I want to make a call out to the Editorial Board who also serve as peer reviewers for *Library Leadership & Management*. It is their knowledge and expertise that we rely to identify the innovations and trends in the literature, to review and select from the submissions to result in a high quality publication. They all take this role extremely seriously and many of them also put in the extra effort to mentor the authors in their writing by providing very detailed feedback and coaching about research methods. It is a responsibility that goes largely unacknowledged but *Library Leadership & Management* would not be what it is without their efforts.

As I reflect on this collaborative effort, it prompts me to think about our profession and how collaboration is necessary to successfully fulfill our mission. There are opportunities and challenges inherent in such a collaborative environment. As in a puzzle, the whole is greater than the sum of the parts – but what happens if the pieces don't exactly fit together or if the picture that they make is dissonant? So many of our services and projects are dependent on other people, whether operational or research-oriented. Sometimes it is easy to forget how many people are involved and how they should be acknowledged. This is particularly true when reporting operational projects or innovative services in the professional literature.

In this new era, as Beth and Brad take over the leadership of the journal, I am confident that they will be successful stewards of the trust that the LLAMA leadership and the members have placed in the editors. They will usher in new content and new opportunities for collaboration. In fact, they are already doing so. Part of the role of *LL&M* is to be the voice of LLAMA and with all of the change in the profession and the association, we have also worked with the incoming editor to engage the sections in having a presence. MAES is first section to have regular content in the journal: they will have a regular feature that will address measurement, assessment and

evaluation. Thanks for their commitment and to the incoming editors for their efforts to have the journal reflect the activity of the association, what we hope that this is a growing trend.

As I was thinking about collaboration and how interconnected all of our efforts are, I recently came across another editorial – it caught my eye because of its meaningful title: David Kohl wrote “Peer Review and the ‘Twelfth Man’”¹ which is a significant historical reference at Texas A&M University, where I have my day job. This refers to a long-ago football game (<http://aggietraditions.tamu.edu/team/12thman.html>) in which so many players were injured that there would soon not be enough fit players to field a team. The coach remembered a student who had played football respectably in High School and asked him to suit up, just in case.

Kohl compared this commitment to the organization, the game and the players with the professional literature or “academic dialogue.” In thinking about the various roles that are necessary: the editors, the reviewers, the columnists, the authors, there is another role that is often overlooked. Kohl employed this metaphor to expand the significance of the publishing cycle in a significant way – beyond the model of submission-review-edit-publish, there is an equally significant event that it occurs both just before and just after that process: the response of the community to the work. It is assumed that an article will extend the literature and build on the innovations and discoveries in a discipline, but this does not end with the publication of the article; in fact, it is just the beginning, or rather the continuation, of a conversation, that can promote understanding and further knowledge.

So, when you read this, or another article, think about the role that you play in the bigger picture. What can you contribute to the dialogue?

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¹ Kohl, D F. "Peer review and the academic “Twelfth Man”." Journal of academic librarianship 33.4 (2007):437.