S551 Library Management
Summer I, 2014
Wednesday, May 14, through Wednesday, June 25, 2014

Where and When
This web-based course is delivered asynchronously via Oncourse. There are no scheduled class meeting times but there are assignments and online participation due each week. All course materials are grouped by week under the Modules tool in the Oncourse icons at the left of the screen. Written assignments are uploaded to and graded within the Assignments tool. Discussions (class participation) are in the Forums tool. **There is no required textbook.**

I will correspond with you through Oncourse Messages and Forums. I will also post an Announcement at least once a week that requires your attention. Be sure to read anything I post as it may be something you need to know for an assignment. Contact me right away if you have any questions.

Contact Information
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Please contact me by email using the Messages tool in this course tab. I will try to respond within 24 hours.

*Please contact me right away if you have questions or concerns about any aspect of this class.*

Purpose and Objectives
Consistent with the course description approved by IU SoIC, **the purpose of this course is to familiarize you with the management and administration of all types of libraries.** These are the course objectives:

- Understand a wide range of organizational structures and management and leadership styles.
- Demonstrate positive attitudes and constructive actions that characterize innovative leadership.
• Recognize the value of collaborative planning and project management.
• Apply the interpersonal and organizational skills necessary to manage and evaluate projects and personnel successfully.
• Work effectively within and across a variety of organizational structures.
• Communicate an organization’s values and contributions, and identify resources that will support the organization’s activities.

**After successfully completing this course, you should be able to:**

• Identify organizational structures, managerial styles, and managerial/supervisory roles in the context of the library.
• Apply the basic skills and terminology needed for day-to-day decision-making, budgeting, and working with all stakeholders.
• Create an organizational structure that reflects the diversity of the library’s service population through staffing, professional development, and marketing.
• Demonstrate the value of ethical behavior and transparent communication to library leadership.
• Recognize the importance of advocacy to all libraries.
• Identify the roles and responsibilities of library governing bodies.
• Analyze any aspect of a library’s operations and anticipate change in order to collaborate on, implement, and evaluate long-range plans.
• Demonstrate library management expertise as an effective employee, colleague, advocate, and leader.

*You may want to use your final paper for this course in your LIS ePortfolio.*

**Texts and Computing**

*There is no required textbook for this online course. Course materials are grouped by week under the Modules tool in Oncourse.*

Assigned readings are provided as web links or PDFs or are available through databases provided by University Library at IUPUI (http://www.ulib.iupui.edu). In order to access licensed information resources from off campus, you may need to install IU’s VPN client on your home computer so that you are recognized as affiliated with IU. [http://kb.iu.edu/data/ajrq.html](http://kb.iu.edu/data/ajrq.html)

**Participation Is Crucial!**

Because this class is delivered entirely via the web, you must check the Oncourse tab for S551 as well as your IU email often. **I recommend that you check**
once a day for messages and announcements that may affect your participation and assignments. Always be well prepared to participate in discussions and activities based on readings and other assignments, as that is the way you will demonstrate mastery of the course objectives.

Planning a vacation or business trip during Summer I? Be sure to allow time to participate in class from wherever you will be. If you will be without web access for more than 48 hours, or won’t be able to spend time in person or online in the library you’re studying, you may want to enroll in S551 in another semester. The great thing about a summer course is that you can complete it quickly. However, the intensive schedule means you must make a significant commitment to substantial reading, research, and writing over a short period. **This class covers all the same material as a full-semester course, but in only six weeks!** And because there is no face-to-face interaction in a classroom, you must make a greater commitment to communicating your mastery of the course objectives in your written posts and papers. In order to pass the course, it is absolutely necessary to stay on top of the readings, discussions, and assignments.

**Accommodations**
I will gladly make reasonable accommodations for qualified students with disabilities who are registered with Adaptive Educational Services. For more information, e-mail aes@iupui.edu or call 317-274-3241.

**Campus Course Policies**
There are a number of campus-wide policies governing the conduct of courses at IUPUI. These cover attendance, academic policy, and personal conduct, and can be found by clicking the Campus Course Policies link in the toolbar at the left of this page.

**Student Responsibilities**

- **New to Oncourse?** Please read the instructions for posting to Forums here. Email me with any questions.
- **Read this syllabus thoroughly and ask any questions you may have about its content.** I will be watching for evidence that you have read it.
- **Read all instructions and follow directions!** The most common reason for marked-down grades is failure to do what was asked.
- **Complete all course work on or before the due date.** Course work includes (1) reading and viewing online resources and completing related exercises; (2) conducting individual observation and analysis of a library of your choice; (3) completing written assignments; and (4) participating in
group work and Forums. Written assignments and posts submitted late without advance permission may be reduced a half-grade for each day late. Extraordinary circumstances may warrant an extension. Incompletes are not awarded except in extraordinary circumstances.

- **Participate in online discussions as you would in face-to-face meetings with colleagues in the workplace.** Please be professional and courteous, and stay on topic. Contact me right away if you have concerns about any discussion or messages posted.

- **Look at issues from a variety of organizational roles to understand different perspectives.** Online communication lacks the nonverbal cues of face-to-face conversations, so choose your words carefully and write your sentences clearly. Don’t forget to proofread your messages before you post them.

- **Include your full name somewhere in the body of each assignment you upload, and include your last name in all file names** (a sample file name: S551-Paper4-YourLastName.docx). If you include photos, charts, or other graphic images in your work, please save your documents in PDF before uploading them. Always keep backup copies of your work outside of the Oncourse system.

**Academic Ethics**

- **Academic dishonesty (such as plagiarism) and personal misconduct by students in this course are defined and dealt with according to the procedures in the Code of Student Rights, Responsibilities, and Conduct, which can be found at [http://www.iupui.edu/code/](http://www.iupui.edu/code/).**

- **You are responsible for providing complete citations in all written assignments** for materials you consult, quote, or otherwise borrow ideas from. The style for presenting citations is up to you (such as Chicago, MLA, or APA), but please use one style consistently throughout each assignment.

**Schedule and Due Dates**

A complete list of assignment due dates will be available in the Assignments tool. Copy all due dates into your personal calendar and check Oncourse regularly for updates.

**What you should do each week:** Go to the Modules tool and read all the sections for that week. In the first section each week, I provide instruction on one or more topics and links to related articles or videos. The topics are tied to the questions posed for each of the papers due. After you complete the required reading/viewing, read the instructions for the Forums and post there. Because Forums are the online equivalent of meeting in a classroom to share ideas, there are Forum post requirements every week. There are often two separate Forums
each week, each with one or two scenarios. Make your original post(s) by Friday, and post your responses by Sunday, unless the instructions say otherwise. During the week, work on your papers. A short paper is due every Monday except the first two weeks, when they are due Tuesday instead. Turn papers in to me by uploading them in the Assignments tool. Again, look at the Modules outline to see when those are due, or go into the Assignments tool to see the full list with due dates.

You will need to complete readings and assignments each week in order to master the material needed to prepare your final project. The key to success is to plan ahead. Don’t procrastinate! Look ahead and anticipate upcoming assignments. Log in to Oncourse often to keep up with posts and see any schedule changes. Work ahead if you can. If you want paper copies, click on the printer icons within the Module tools to print out any part of the course curriculum.

**Topics Covered**

**Week 1 Management theories;** workplace diversity

DUE NO LATER THAN SUN. MAY 18 (the sooner, the better): Post a self-introduction in the "About Us" Forum, and email your library study choice to me

DUE MON. MAY 19: Forums

DUE TUES. MAY 20: Short Paper 1

**Week 2 Managing people;** staffing; patrons; mission; core services

DUE FRI. & SUN. MAY 23 & 25: Forums

DUE TUES. MAY 27: Short Paper 2

**Week 3 Managing the library;** stakeholders; governance; strategic planning

DUE FRI. MAY 30 & SUN. JUNE 1: Forums

DUE MON. JUNE 2: Short Paper 3

**Week 4 Managing the message; managing facilities and technology**

DUE FRI. & SUN. JUNE 6 & 8: Forums

DUE MON. JUNE 9: Short Paper 4

**Week 5 Managing money;** funding sources; financial reports and budgets

DUE FRI. & SUN. JUNE 13 & 15: Forums

DUE MON. JUNE 16: Short Paper 5

DUE WED. JUNE 18: Library Board Report

**Week 6 Managing change;** ethics and leadership; the future of libraries

DUE FRI. & SUN. JUNE 20 & 22: Forums

DUE WED. JUNE 25: Final Paper
DUE WED. JUNE 25: Final Paper Summary post and Reflection post

Written assignments are due by 11:55 p.m. EDST. Forum posts (new threads) are due by Fridays at 11:55 p.m. EDST. Forum response posts (replies to classmates) are due by Sundays at 11:55 p.m. EDST.

**Your Final Paper is due by 11:55 p.m. EDST Wednesday, June 25, 2014.**

**Grading**

**There are no tests in this course.** Your achievement of the course objectives will be measured based on your online participation and written work. Grades are posted with feedback in the Assignments and Gradebook tools. You will receive a letter grade for each of the following areas:

- Weekly Forums and group participation (5% x 6 weeks = 30% of course grade)
- Five short papers (10% each = 50% of course grade)
- Library board report (required, not graded, but may be used for extra points if needed)
- Final paper (20% of course grade)

**Forums participation must be completed according to the stated schedule; no exceptions.** Your own original posts (at least 1) are due each week no later than Friday and your follow-up responses (at least 2) to classmates’ posts are due each week no later than Sunday. You will be graded on your demonstrated understanding of key points through your unique contributions to the discussions, including examples from your own work experience or from other reading you do on your own. You will need to be familiar with the assigned readings in order to answer questions and participate in discussions.

**The assessment rubric for Forums is as follows:**

5 Posts integrate class readings and individual study with classmates’ posts in order to further discussion of the topic.
4 Posts reflect individual opinion and/or classmates' ideas but do not reflect assigned or other readings.
3 Posts reflect individual opinion but do not reflect assigned readings or incorporate classmates’ ideas.
2 Posts are simple acknowledgements or comments (such as "Great post!" or “That's an awesome idea!”) that do not demonstrate individual study and do not further discussion.
0 No posts.

**The assessment rubric for written work:**
5 Goes beyond the basic questions suggested to demonstrate understanding of the connections among weekly topics, and shows careful observation and analysis. Shows original research and uses appropriate citations.

4 Addresses all relevant assigned topics and makes connections and appropriate citations to assigned readings.

3 Fails to address all assigned topics or relies too much on one source of information, which may not be appropriately cited.

2 Does not follow assignment instructions, or fails to use appropriate citations, or fails to demonstrate mastery of the course objectives.

0 No paper, or paper turned in late without prior permission.

**The assessment rubric for the Final Paper:**

5 Paper goes beyond the basic questions suggested to present a thorough rationale and plan for change through integration of class readings, group work, and/or forum discussions with new material based on appropriately cited observations, research, and personal interviews.

4 Paper addresses all relevant study topics and presents a plan of action by presenting individual observations and interviews, and makes connections and appropriate citations to assigned readings and some additional research.

3 Paper fails to address all relevant study topics or relies too much on some sources of information, which may not be appropriately cited.

2 Paper does not follow assignment instructions, or fails to use appropriate citations, or fails to demonstrate mastery of the course objectives.

0 No paper, or paper turned in late without prior permission.

**Course grades for S551 are based on the following total point scores:**

95 and above = A
90–94 = A–
85–89 = B+
80–84 = B
75–79 = B–
74 and below = unsatisfactory work; course must be repeated

The following definitions of letter grades have been defined by student and faculty members of the Curriculum Steering Committee and have been approved by the faculty as an aid in evaluation of academic performance and to assist students by giving them an understanding of the grading standards of the School of Library and Information Science. **Note that meeting the expectations for the course counts as a B; you must exceed expectations in order to earn a higher grade.**
A: 4.0, Outstanding achievement. Student performance demonstrates full command of the course materials and evinces a high level of originality and/or creativity that far surpasses course expectations.

A-: 3.7, Excellent achievement. Student performance demonstrates thorough knowledge of the course materials and exceeds course expectations by completing all requirements in a superior manner.

B+: 3.3, Very good work. Student performance demonstrates above-average comprehension of the course materials and exceeds course expectations on all tasks as defined in the course syllabus.

B: 3.0, Good work. Student performance meets designated course expectations, demonstrates understanding of the course materials and performs at an acceptable level.

B-: 2.7, Marginal work. Student performance demonstrates incomplete understanding of course materials.

C+: 2.3, Unsatisfactory work. Student performance demonstrates incomplete and inadequate understanding of course materials.

C: 2.0, Unsatisfactory work. Student performance demonstrates incomplete and inadequate understanding of course materials.

C-: 1.7, D+: 1.3, D: 1.0, D-: 0.7, Unacceptable work. Coursework performed at this level will not count toward the MLS or MIS degree. For the course to count toward the degree, the student must repeat the course with a passing grade.

F: 0.0, Failing. Student may continue in program only with permission of the Dean.

Questions?
- Please contact me by email using the Messages tool in the Oncourse tab for S551. I will try to respond within 24 hours.

Ready to Get Started?
Class starts Wednesday, May 14, 2014. Please go to Week 1 in the Modules tool to begin your study of library management. See you there!