LIS – S552 Academic Library Management  
IUPUI Spring 2017  
Online, asynchronous, paced, 3 credit hours

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Skype: nancy.mcls

Catalog description: Background and current trends in the management of academic libraries.

Course goal  
Students will learn the academic context, organizational theory, management techniques, and information issues that concern academic librarians in collegial, supervisory, management, and leadership roles.

Required textbook  
• All other readings will be provided within Canvas.

Note: Dr. Applegate does not profit from royalties on this book. An amount equal to royalties for the number of students enrolled in the course is deposited to the LIS IU Foundation account.

Outcomes  
In this course, students will:
• Learn the features of the environment of American higher education, including administration, pedagogy, and research.
• Understand the basic aspects of management functions including planning, budgeting, organizing, and human resources within the academic organization.
• Develop oral and written communication skills individually and in teams.
• Comprehend organizational theories and their relation to academic library leadership.
• Research and critique current issues in academic librarianship.

These outcomes tie into the following Indiana University program outcomes:
• Manage and lead libraries and other information organizations.
• Perform basic managerial functions, including planning, budgeting, and performance evaluation.
• Communicate effectively to a variety of audiences.
• Apply theories of organizational behavior and structure.

All of the outcomes stated above support the Core Competencies of Librarianship as formulated by the American Library Association. This course, in particular, supports Section 8.  
A person graduating from an ALA-accredited master’s program in library and information studies should know, and where appropriate, be able to employ:

8. Administration and Management  
8A. The principles of planning and budgeting in libraries and other information agencies.  
8B. The principles of effective personnel practices and human resource development.
8C. The concepts behind, and methods for, assessment and evaluation of library services and their outcomes.
8D. The concepts behind, and methods for, developing partnerships, collaborations, networks, and other structures with all stakeholders and within communities serviced.
8E. The concepts behind, issues relating to, and methods for, principled, transformational leadership.

Accommodations
Students with learning disabilities for which accommodations are desired should contact the Adaptive Educational Services office on campus and inform the instructor as soon as possible. 
http://aes.iupui.edu

- Learning disabilities means any mental, physical and/or health condition that affects your ability to learn and complete assignments.
- If you have a sudden and clearly temporary medical issue, like flu or a car accident, I can handle a request for a due date extension.
- If you have ongoing issues, you need to contact AES. Faculty need the input of AES staff in order to be fair to all students.

Communication
I travel often for work and spend much time in meetings. What does this mean for you? Don’t wait to ask questions. If you send me an email, I will generally respond within 48 hours or less. If you don’t receive a response, please email me again. I would rather be reminded than forget something. If I send you an email, you should respond within a week. Office hours are available by appointment, via phone or Skype.

Attendance and Expectations
- Engagement is key. You need to be engaged with the concepts, the readings, and your classmates.
- LIS expectations are that each credit hour represents 1 hour of in-class and 2-3 hours of out of class work per week, averaged across the semester. This means this 3-credit course will occupy between 9 and 15 hours per week. Online courses are generally more time-consuming than in-person courses, as typing is less efficient than speaking up, and ALL students will be ‘speaking up’ via postings.
- Students are expected to access Canvas at least twice per week – this is, in essence, record of your attendance. Communication from the instructor and from other students will occur in Canvas, via email, in Discussion postings, and in Announcements.
- If you have an emergency which could not be planned for, contact the instructor. Time extensions can be given – not extra time, but time reflecting what was lost due to the emergency. Examples are serious personal or family illness or funerals. Extensions will not be granted for weddings, vacations, job responsibilities, or other coursework, as these are foreseeable events.

Assignments
Generally:
- Unless otherwise noted, postings and other assignments are due on Friday at midnight (11:59 pm Eastern). There is no grace period. Late assignments lose 5% the first day and then every 2 days thereafter. Missing or incomplete assignments receive a zero.
- Effective group works requires responsiveness to your partners, and this will be part of your grade. There are two group assignments.
- Incompletes are only available for unforeseen circumstances, and when you have a reasonable plan for completion. If you are at all hesitant about being able to complete the course in a timely fashion,
consider withdrawing. If you wait too long to withdraw, you may be unable to do so, and your only option is a grade for whatever work you have completed, even if that grade is an F. The withdrawal deadlines are below, and the Registrar’s page has more information on University policy with regard to incompletes here: [http://registrar.iupui.edu/incomp.html](http://registrar.iupui.edu/incomp.html)

<table>
<thead>
<tr>
<th>Refund amount:</th>
<th>Ends at midnight on:</th>
<th>Transcript:</th>
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</thead>
<tbody>
<tr>
<td>100%</td>
<td>January 15</td>
<td>Not reflected</td>
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<tr>
<td>75%</td>
<td>January 22</td>
<td>Grade of W will appear</td>
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<tr>
<td>50%</td>
<td>January 29</td>
<td>Grade of W will appear</td>
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<tr>
<td>25%</td>
<td>February 5</td>
<td>Grade of W will appear</td>
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*Grade of W or F will appear after March 12 deadline*

Specifically:
Many of your postings and discussion will concern a group of four colleges or universities that you will identify. None of them may be duplicated within the class. Each student’s group must contain:

- at least one publicly funded college or university
- at least one private or not-for-profit
- at least one two-year institution (community college)
- at least one research institution (Carnegie classification, doctoral)
- at least one under 10,000 and one over 15,000 in student body size
- no more than two from any one state
- no more than one specialized institution (stand-alone single-focus institutions, see the Carnegie classifications)
- at least one must have FULL financial information in Compare Academic Libraries (preferably all)
- at least one must have a strategic plan for the institution as a whole (not just the library) publicly available

Further instructions for this, and all assignments, are contained in Canvas. There are four categories of assignments which will make up your total grade, as follows:

<table>
<thead>
<tr>
<th>Pass-fail discussion posts</th>
<th>% of Grade</th>
<th>Pass-fail discussion posts</th>
<th>+3% to -5% on overall grade</th>
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</thead>
<tbody>
<tr>
<td>Institutions group</td>
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<td>Budget</td>
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<td>Accreditation/assessment</td>
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<td>Doctoral research</td>
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<td>Strategic planning</td>
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<tr>
<th>Graded discussion posts</th>
<th>% of Grade</th>
<th>Group projects</th>
<th>% of Grade</th>
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</thead>
<tbody>
<tr>
<td>Academic library issues</td>
<td>5</td>
<td>Staffing case study (in pairs)</td>
<td>10</td>
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<tr>
<td>Faculty status pros/cons</td>
<td>5</td>
<td>Bibliography &amp; presentation</td>
<td>10</td>
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<tr>
<td>New leader/leader librarian</td>
<td>5</td>
<td></td>
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<tr>
<td>Student success</td>
<td>5</td>
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<tr>
<th>Individual assignments</th>
<th>% of Grade</th>
<th>% of Grade</th>
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<tr>
<td>Organizational theory essay</td>
<td>10</td>
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<tr>
<td>Resume/cover letter</td>
<td>5</td>
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<tr>
<td>Information literacy essay</td>
<td>10</td>
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<td>Interpersonal communication</td>
<td>10</td>
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<td>Leader interview and report</td>
<td>10</td>
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<tr>
<td>Research or project proposal/presentation</td>
<td>15</td>
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Pass-fail discussion posts consist mostly of finding information about your group institutions and posting it. You must complete them correctly and on time. Your overall grade may be lowered as much as 5% points if these are not completed on time. If you do exceptionally well, your grade may be raised as much as 3% points. This is an adjustment to your final grade, not a separate grade.

Graded discussion posts have two parts: an initial posting and response to a colleague’s post. You will receive a grade on your initial post, which is subject to change after your second post (the response). Content and clarity of expression count. The impression you make as an academic librarian relies in large part on your written communication abilities.

Individual assignments are turned in via Canvas assignments and only I can see them. I will return assignments with comments and feedback.

Group projects are public and posted as attachments in the discussion area. There will also be a corresponding assignment for each, where you can post a brief summary, explain how the group worked (or didn’t), etc. Feedback and grading will occur individually through assignments.

**Schedule**
The course schedule has been uploaded as a separate document in Canvas. It contains the details for all assigned readings, assignments, and projects, along with point values and due dates.

**Academic Standards**
Employ academic honesty in all of your work. Essays and other assignments will be submitted via TurnItIn for plagiarism review (this is an automatic feature in Canvas which requires no special steps on your part). Check the Campus Course Policies link in Canvas to get to the IUPUI resources on ethical academic conduct.

Always cite your sources and distinguish between your writing and that of others, whether you are writing an essay or making a forum posting. For example, in your bibliography annotations, either write them yourself or use quotation marks if the abstracts are from the authors. Too many quote marks are in indication of not enough original thought. There is a citation style cheat sheet in the Resource class files for your reference.

The LIS office tracks students who are suspected of committing plagiarism. Faculty who notice unattributed or uncited writing in assignments, or how believe that an assignment has been recycled from another course or student, report this to the DLIS office.

**Grading standards**

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<tr>
<th>Grade</th>
<th>Description</th>
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<tr>
<td>A</td>
<td>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.</td>
</tr>
<tr>
<td>A-</td>
<td>Excellent achievement. Student performance demonstrates thorough knowledge of the course materials and exceeds course expectations by completing all requirements in a superior manner.</td>
</tr>
<tr>
<td>Grade</td>
<td>Description</td>
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<tr>
<td>B+</td>
<td>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.</td>
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<tr>
<td>B</td>
<td>Good work. Student performance meets designated course expectations, demonstrates understanding of the course materials, and performs at an acceptable level.</td>
</tr>
<tr>
<td>B-</td>
<td>Marginal work. Student performance demonstrates incomplete understanding of course materials.</td>
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<tr>
<td>C+ through C-</td>
<td>Unsatisfactory work. Student performance demonstrates incomplete and inadequate understanding of course materials. An incomplete may be granted under special circumstances.</td>
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<tr>
<td>D through F</td>
<td>Student has failed the course. An incomplete is not an available option.</td>
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Note that to satisfy a core requirement, grade must be B- or above. For electives, grade must be C or above (and overall GPA 3.0 or above).

**Grading notes**

Within each set of unit instructions, you will find specific grading criteria for each assignment. You will likely notice that writing mechanics often comprise up to one-third of your grade for essays and papers. The ability to communicate well is emphasized both in librarianship competencies and in departmental outcomes. As such, while this is not an English or composition course, you are expected to have gained a proficiency in those skills appropriate for a masters level program. The University Writing Center has many resources and links for any student seeking additional information or assistance: [https://liberalarts.iupui.edu/uwc/](https://liberalarts.iupui.edu/uwc/)

**Disclaimer**

The syllabus and course schedule are set, but not in concrete. If changes are made as the semester progresses, notice will be given via an announcement in Canvas.
School of Informatics and Computing Policies

Course Evaluation Policy: Course evaluations provide vital information for improving the quality of courses and programs. Students are required to complete one course and instructor evaluation for each section in which they are enrolled at the School of Informatics and Computing. This requirement has three exceptions: (a) The student has withdrawn from the course; (b) only one student is enrolled in the section (in which case anonymity is impossible); and (c) the section is a laboratory that must be taken with a course having a different section number. Course evaluations are completed at https://soic.iupui.edu/app/course-eval/. Course evaluations are open from the eleventh week. Course evaluations are anonymous, which means that no one can view the name of the student completing the evaluation. In addition, no one can view the evaluation itself until after the instructor has submitted the final grades for the course. In small sections, demographic information should be left blank, if it could be used to identify the student. A course evaluation must close before the grade for that course can be released. To ensure students have had ample opportunity to complete the evaluation, an uncompleted course evaluation could delay the release of the grade for up to a week.

Email: Indiana University uses your IU email account as an official means of communication, and students should check it daily for pertinent information. Although you may have your IU email forwarded to an outside email account, please email faculty and staff from your IU email account.

CODE OF CONDUCT
All students should aspire to the highest standards of academic integrity. Using another student’s work on an assignment, cheating on a test, not quoting or citing references correctly, or any other form of dishonesty or plagiarism shall result in a grade of zero on the item and possibly an F in the course. Incidences of academic misconduct shall be referred to the Department Chair and repeated violations shall result in dismissal from the program.

All students are responsible for reading, understanding, and applying the Code of Student Rights, Responsibilities and Conduct and in particular the section on academic misconduct. Refer to The Code > Responsibilities > Academic Misconduct at http://www.indiana.edu/~code/. All students must also successfully complete the Indiana University Department of Education “How to Recognize Plagiarism” Tutorial and Test. https://www.indiana.edu/~istd. You must document the difference between your writing and that of others. Use quotation marks in addition to a citation, page number, and reference whenever writing someone else’s words (e.g., following the Publication Manual of the American Psychological Association). To detect plagiarism instructors apply a range of methods, including Turnitin.com. http://www.ulib.iupui.edu/libinfo/turnitin

Academic Misconduct:
1. Cheating: Cheating is considered to be an attempt to use or provide unauthorized assistance, materials, information, or study aids in any form and in any academic exercise or environment.
   a. A student must not use external assistance on any “in-class” or “take-home” examination, unless the instructor specifically has authorized external assistance. This prohibition includes, but is not limited to, the use of tutors, books, notes, calculators, computers, and wireless communication devices.
   b. A student must not use another person as a substitute in the taking of an examination or quiz, nor allow other persons to conduct research or to prepare work, without advanced authorization from the instructor to whom the work is being submitted.
c. A student must not use materials from a commercial term paper company, files of papers prepared by other persons, or submit documents found on the Internet.
d. A student must not collaborate with other persons on a particular project and submit a copy of a written report that is represented explicitly or implicitly as the student’s individual work.
e. A student must not use any unauthorized assistance in a laboratory, at a computer terminal, or on fieldwork.
f. A student must not steal examinations or other course materials, including but not limited to, physical copies and photographic or electronic images.
g. A student must not submit substantial portions of the same academic work for credit or honors more than once without permission of the instructor or program to whom the work is being submitted.
h. A student must not, without authorization, alter a grade or score in any way, nor alter answers on a returned exam or assignment for credit.

2. **Fabrication:** A student must not falsify or invent any information or data in an academic exercise including, but not limited to, records or reports, laboratory results, and citation to the sources of information.

3. **Plagiarism:** Plagiarism is defined as presenting someone else’s work, including the work of other students, as one’s own. Any ideas or materials taken from another source for either written or oral use must be fully acknowledged, unless the information is common knowledge. What is considered “common knowledge” may differ from course to course.
   a. A student must not adopt or reproduce ideas, opinions, theories, formulas, graphics, or pictures of another person without acknowledgment.
   b. A student must give credit to the originality of others and acknowledge indebtedness whenever:
      1) directly quoting another person’s actual words, whether oral or written;
      2) using another person’s ideas, opinions, or theories;
      3) paraphrasing the words, ideas, opinions, or theories of others, whether oral or written;
      4) borrowing facts, statistics, or illustrative material; or
      5) offering materials assembled or collected by others in the form of projects or collections without acknowledgment

4. **Interference:** A student must not steal, change, destroy, or impede another student’s work, nor should the student unjustly attempt, through a bribe, a promise of favors or threats, to affect any student’s grade or the evaluation of academic performance. Impeding another student’s work includes, but is not limited to, the theft, defacement, or mutilation of resources so as to deprive others of the information they contain.

5. **Violation of Course Rules:** A student must not violate course rules established by a department, the course syllabus, verbal or written instructions, or the course materials that are rationally related to the content of the course or to the enhancement of the learning process in the course.

6. **Facilitating Academic Dishonesty:** A student must not intentionally or knowingly help or attempt to help another student to commit an act of academic misconduct, nor allow another student to use his or her work or resources to commit an act of misconduct.

**Administrative Withdrawal:** A basic requirement of this course is that students participate in all class discussions and conscientiously complete all required course activities and/or assignments. If a student is unable to attend, participate in, or complete an assignment on time, it is the student’s responsibility to inform the instructor. If a student misses more than half of the required activities within the first 25%
of the course without contacting the instructor, the student may be administratively withdrawn from this course. Administrative withdrawal may have academic, financial, and financial aid implications. Administrative withdrawal will take place after the full refund period, and a student who has been administratively withdrawn from a course is ineligible for a tuition refund. Contact the instructor with questions concerning administrative withdrawal.

IUPUI MISSION STATEMENT
The Mission of IUPUI is to provide for its constituents excellence in
• Teaching and Learning;
• Research, Scholarship, and Creative Activity; and
• Civic Engagement.
With each of these core activities characterized by
• Collaboration within and across disciplines and with the community;
• A commitment to ensuring diversity; and
• Pursuit of best practices.
IUPUI’s mission is derived from and aligned with the principal components—Communities of Learning, Responsibilities of Excellence, Accountability and Best Practices—of Indiana University’s Strategic Directions Charter.

STATEMENT OF VALUES
IUPUI values the commitment of students to learning; of faculty to the highest standards of teaching, scholarship, and service; and of staff to the highest standards of service. IUPUI recognizes students as partners in learning. IUPUI values the opportunities afforded by its location in Indiana’s capital city and is committed to serving the needs of its community. Thus, IUPUI students, faculty, and staff are involved in the community, both to provide educational programs and patient care and to apply learning to community needs through service. As a leader in fostering collaborative relationships, IUPUI values collegiality, cooperation, creativity, innovation, and entrepreneurship as well as honesty, integrity, and support for open inquiry and dissemination of findings. IUPUI is committed to the personal and professional development of its students, faculty, and staff and to continuous improvement of its programs and services.