LIS S552 Academic Library Management  
Department of Library and Information Science  
Indiana University School of Informatics and Computing  
Indianapolis  
Spring 2021

Section No.: 24392  
Credit Hours: 3  
Instructor: Laura Menard  
Email: lmenard@iu.edu (use Canvas Inbox for course matters)  
Prerequisites: S500, S501  
Instruction mode: This course is offered online only

Course Description

Background and current trends in the management of academic libraries.

Extended Course Description

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

Course learning outcomes

With this course students will:

- Know the environment and needs of American higher education.
- Understand the basic aspects of planning and budgeting for academic libraries
- Understand basic organizational strategies related to human resources and personnel management within the academic organization.
- Develop oral and written communication skills in order to communicate effectively with peers and administrators.
- Apply organizational and personnel theories to academic library leadership.
- Synthesize and critique current issues in academic librarianship.

IUPUI MLIS 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

Required Readings/Resources
All required and suggested readings will be provided within Canvas (articles, book chapters) or in open-educational resources. No textbook purchase is required.

**Required Software**

You have three sources for software: IUware, IUanyWare, Office 365

- **IUware (iuware.iu.edu)** allows students, faculty, and staff to download software at no charge. See What is IUware? (kb.iu.edu/d/agze)
- **IUanyWare (uits.iu.edu/iuanyware)** uses a web browser or mobile app to run certain IU-licensed software applications without your needing to install them on your device. See What is IUanyWare (kb.iu.edu/d/bbbr). Note: You will be asked to download and install Citrix Receiver the first time you use the full service.
- **Office 365 (uits.iu.edu/office365)** is a subscription-based service free to all IU currently enrolled students that provides multiple options for accessing the newest versions of Microsoft Office. See About Microsoft Office 365 at IU (kb.iu.edu/d/bexq)

For more details, see How to get university-licensed software at IU? (kb.iu.edu/d/aclo)

Canvas works best in the most recent version of Edge, Chrome, Firefox, or Safari browsers. Canvas does not support Internet Explorer. You will need to use a full computer (not just smartphone or tablet) with full high-speed internet and microphone and video capability.

- We will not be doing live synchronous class sessions, but you may need to be able to produce recorded video within Canvas.
- You will be exploring other university and library websites; it’s important for you to be able to examine and distinguish between mobile and desktop versions of their resources.

**Teaching and Learning Methods**

You will learn about academic library management through active learning (AL), project-based learning (PBL), and asynchronous use of Canvas. This course will rely heavily on searching and synthesizing available information to apply to real-life management scenarios.

**Assessments**

**Framework for Information Literacy**

The ACRL (Association of College and Research Libraries) Framework for Information Literacy is introduced throughout our curriculum. The frames highlighted below have been incorporated directly into this course.

1. Authority is Constructed and Contextual
2. Information Creation as a Process
3. Information Has Value
4. Research as Inquiry
5. Scholarship as a Conversation
6. Searching as Strategic Exploration

To learn more, go to Framework for Information Literacy for Higher Education (www.ala.org/acrl/standards/ilframework)

Revised Bloom's Taxonomy (RBT)

1. Knowledge/Remembering: The ability to recall or recognize specific information or data.
2. Understanding: Understanding the meaning of informational materials, translation, interpolation and interpretation of instructions and problems.
3. Application: The use of previously learned information in new and concrete situations to solve problems that have single or best answers.
4. Analysis: Breaks down information/concepts into smaller components. Each component is identified and understood as is the relationship of these components to the whole.
5. Evaluation: The ability to apply a criterion or set of standards to conclude a value judgment.
6. Creation, Synthesis: The ability to merge knowledge into creating a new meaning or structure including demonstrating how and why various diverse elements work together.

Principles of Graduate and Professional Learning (PGPL)

The principles below form a conceptual framework that describes expectations of all graduate/professional students at IUPUI. More specific expectations are determined by the faculty in a student's field of study. Together, these expectations identify knowledge, skills, and abilities graduates will have demonstrated upon completing their specific degrees. There are four PGPLs:

1. Demonstrating mastery of the knowledge and skills expected for the degree and for professionalism and success in the field
2. Thinking critically, applying good judgment in professional and personal situations
3. Communicating effectively to others in the field and to the general public
4. Behaving in an ethical way both professionally and personally

MLIS Program Learning Outcomes (PLOs)

The Master of Library and Information Science (MLIS) program prepares students to become reflective practitioners who connect people and communities with information. The program goals (PGs) were adjusted to the following effective fall 2020:

1. Connect core values and professional ethics to practice
2. Facilitate engagement in the information ecosystem
3. Curate collections for designated communities
4. Lead and manage libraries, archives and other information organizations
5. Organize and represent information
6. Conduct systematic research to inform decisions
7. Innovate professional practice with information services and technology
Each student should not only read the assigned material but also arrive at a competent understanding of it prior to assessment. These measures will be used to assess student-learning outcomes:

- Discussions: 25%
  - 8 discussions, 10 points each
- Scenario Assignments: 25%
  - 7 scenario assignments, 20 points each
- Final Project: 50%
  - 1 Final Project, 100 points

<table>
<thead>
<tr>
<th>Upon completion of this course, students will</th>
<th>RBT</th>
<th>PGPL</th>
<th>PLO</th>
<th>Assessment</th>
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</thead>
<tbody>
<tr>
<td>Know the environment and needs of American higher education.</td>
<td>4</td>
<td>1</td>
<td>1,2</td>
<td>Modules 1 and 2 discussion/scenarios</td>
</tr>
<tr>
<td>Understand the basic aspects of planning and budgeting for academic libraries</td>
<td>4</td>
<td>1</td>
<td>4,7</td>
<td>Modules 3 and 4 discussion/scenarios</td>
</tr>
<tr>
<td>Apply basic organizational strategies related to human resources and personnel management.</td>
<td>3</td>
<td>1,2,3,4</td>
<td>1, 4</td>
<td>Module 5, 6, and 7 discussion/scenarios</td>
</tr>
<tr>
<td>Develop oral and written communication skills in order to communicate effectively with peers and administrators.</td>
<td>4</td>
<td>3</td>
<td>2,5</td>
<td>All modules discussions All modules scenarios</td>
</tr>
<tr>
<td>Apply organizational and personnel theories to academic library leadership</td>
<td>5,6</td>
<td>1,2</td>
<td>4,7</td>
<td>Module 8 scenario Final Project</td>
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**Course Schedule**

**Module 1: Introduction**
January 19 – January 23

**Module 2: Academic Library Organization**
January 24 – February 7

**Module 3: Strategic Planning**
February 8 – February 21

**Module 4: Budgeting**
February 22 – March 7

**Module 5: Position Design & Recruitment**
March 8 – March 21
Module 6: Personnel Motivation & Ethics  
March 22 - April 4

Module 7: Collaboration & Communication  
April 5 – April 18

Module 8: Professional Life Cycle of an Academic Librarian  
April 19 – May 2

Module 9: Final Project  
May 3 – May 9

Expectations, Guidelines, And Policies

Deliverables

Each module (with the exception of Modules 1 and 9) is two weeks long, with deliverables due on Sunday at midnight of each week. “Midnight” means any time before the next morning; I’m not going to quibble over 1 am Central, or 2 am if that’s when you get it done. I set the ‘assignment’ due date/time in Canvas as 11:59 pm Sunday. Your assignment will be marked ‘late’ if it is in after that but I will not penalize it until Tuesday.

There is a one-day grace period of Monday in which you can turn things in late and not be penalized. After that, one’s grade is penalized 10% each day, unless you contact me. If you receive a B+ or below (that is, not an A or an A-) you may revise the assignment and email it directly via canvas to me, up to the next Sunday.

For citation purposes, all MLIS students use the 7th edition of the Publication Manual of the American Psychological Association. This publication will help you structure your writing artifacts (e.g., research papers), write clearly and concisely, follow grammatical rules, and appropriately attribute source material. The Department of Library and Information Science values and expects quality, graduate-level writing and I expect you to make a good-faith effort to cite correctly. However, I won’t deduct points over a misplaced period or semicolon.


Your Questions, Concerns, and Comments

Please do not hesitate to contact me directly via Canvas mail with any questions. If needed, I will also use Canvas Announcements to notify the entire group (e.g., syllabus change, instructor availability, etc.).
If you have problems accessing Canvas, please contact the University Information Technology Services (UITS) Support Center at uits.iupui.edu or 317-274-HELP. All course Announcements will be found in Canvas along with the course schedule, assignments, and other course documents.

**Attendance**

The course will be taught entirely online including web-based readings and resources, threaded discussions, plus online presentations and activities.

This course assumes that students can work independently. There are no required face-to-face meetings. There are no required synchronous online meetings. However, students are encouraged to e-mail or arrange an online chat with the instructor at any time.

A basic requirement of this course is that you will participate in all class activities and conscientiously complete all required course assignments. Students are expected to complete the assignments, quizzes, and projects on time, which is your attendance.

Please note that I understand that these are very difficult times to be a student. If you find yourself falling behind or have a life event that causes you to stumble, please reach out to me! Additionally, you can access student mental health services through this link.

**Incompletes**

Incompletes are not automatically granted. You may arrange a grade of “I” or incomplete for a course with an instructor for special circumstances. Students need to have completed the majority of course work (75%+) at an acceptable level of achievement. You and the instructor must agree upon the terms for completing the course. Students who have multiple incompletes (2 or more) will be blocked from registering for additional LIS courses until there is only one (or zero) outstanding incomplete, or the student presents the department chair with a plan of action for completing all incompletes in a timely way.

Deadlines for the work for an incomplete to be finished are at the instructor’s discretion. The deadline can be no longer than 1 year from the end of the semester, but can be earlier if the instructor specifies that. Left unchanged, an Incomplete automatically becomes an F after one year. See: Student Central: Incompletes (studentcentral.iupui.edu/grades-progress/incompletes.html)

**Grading Scale**
### Grade and Description

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>A (100% to 96%)</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- (95.9% to 90%)</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>B+ (89.9% to 87%)</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>
</tr>
<tr>
<td>B (86.9% to 84%)</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- (83.9% to 80%)</td>
<td>Marginal work. Student performance demonstrates incomplete understanding of course materials.</td>
</tr>
<tr>
<td>C+ through C- (79.9 % to 70%)</td>
<td>Unsatisfactory work. Student performance demonstrates incomplete and inadequate understanding of course materials. An incomplete may be granted under special circumstances.</td>
</tr>
<tr>
<td>D through F (69.9 % &gt;)</td>
<td>Student has failed the course. An incomplete is not an available option.</td>
</tr>
</tbody>
</table>

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).

### MLIS Program Outcomes

The Master of Library Science (M.L.S.) program prepares students to become reflective practitioners who connect people and communities with information. Upon completion of the M.L.S. program, graduates are prepared to meet the program outcomes.

See [M.L.I.S. Program goals](soic.iupui.edu/lis/master-library-science/learning-outcomes/)

### ALA Core Competencies

A person graduating from an ALA-accredited master’s program in library and information studies should know and, where appropriate, be able to meet the ALA standards.

See: [ALA Core Competences of Librarianship](www.al.org/educationcareers/sites/al.org.educationcareers/files/content/careers/corecomp/corecompetences/finalcorecompstat09.pdf)
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 of Student Rights (studentcode.iu.edu/)

All students must also successfully complete How to Recognize Plagiarism: Tutorials and Tests (plagiarism.iu.edu).

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.

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:

      - directly quoting another person's actual words, whether oral or written;
      - using another person's ideas, opinions, or theories;
      - paraphrasing the words, ideas, opinions, or theories of others, whether oral or written;
      - borrowing facts, statistics, or illustrative material; or
      - offering materials assembled or collected by others in the form of projects or collections without acknowledgment

   c. **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.

   d. **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.

   e. **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.

**Other Policies**
1. **Administrative withdrawal**: A basic requirement of this course is that students complete all required course activities. 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. Learn more at [IUPUI Administrative Withdrawal Policy](studentcentral.iupui.edu/register/administrative-withdrawal.html)

2. **Civility**: To maintain an effective and inclusive learning environment, it is important to be an attentive and respectful participant in all course exercises. IUPUI nurtures and promotes “a campus climate that seeks, values, and cultivates diversity in all of its forms and that provides conditions necessary for all campus community members to feel welcomed, supported, included, and valued” (IUPUI Strategic Initiative 9). IUPUI prohibits “discrimination against anyone for reasons of race, color, religion, national origin, sex, sexual orientation, marital status, age, disability, or veteran status” (Office of Equal Opportunity). Profanity or derogatory comments about the instructor, fellow students, invited speakers, or any members of the campus community shall not be tolerated. A violation of this rule shall result in a warning and, if the offense continues, possible disciplinary action.

3. **Communication**: For online courses, the instructor or teaching assistant should respond to emails within two Indiana University working days, which excludes weekends and holidays. The instructor should accept appointments for face-to-face, telephone, or teleconferenced meetings, and announce periods of extended absence in advance.

4. **Conferences**: To present research at an academic conference as speaker is commendable and aligns with the educational and research mission of the school and university. However, instructors can only provide accommodations for absences if a student is presenting work, such as a paper or poster, or is supported by a school or campus-level scholarship. The student should request from the instructor accommodation for an absence as soon as possible upon paper, poster, or scholarship acceptance. In the request for accommodation for absence, the student should provide supporting documentation of acceptance as well as confirmation from their mentor or campus sponsor that the presentation is to meet a research, educational, or diversity objective. Permission is granted at the discretion of the instructor. Students should not expect an exception for nonacademic conferences or conferences at which the student is not presenting as speaker. Travel arrangements should not be made until the student has received permission from the instructor.

5. **Counseling and Psychological Services (CAPS)**: Students seeking counseling or other psychological services should contact the CAPS office at 274-2548 or capsindy@iupui.edu. For more information visit the [CAPS website](iupui.edu/health-wellness/counseling-psychology/)
6. **Course evaluations:** Course evaluations provide vital information for improving the quality of courses and programs. Students are not required to complete a course or instructor evaluation for any section in which they are enrolled at the School of Informatics and Computing. Course evaluations are completed in Canvas (Course Questionnaire). 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.

7. **Disabilities policy:** In compliance with the Americans with Disabilities Act (ADA), all qualified students enrolled in this course are entitled to reasonable accommodations. Please notify the instructor during the first week of class of accommodations needed for the course. Students requiring accommodations because of a disability must register with Adaptive Educational Services (AES) and complete the appropriate AES-issued before receiving 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: Adaptive Educational Services (AES) (diversity.iupui.edu/offices/aes/index.html), or 317-274-3241.

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

9. **Emergency preparedness:** Know what to do in an emergency so that you can protect yourself and others. For more information, visit the emergency management website at Protect IU (protect.iu.edu/emergency-planning/emergency-contact/iupui.html).

10. **University policies:** Numerous policies governing IU faculty and students may be found at University Policies (policies.iu.edu/categories/academic-faculty-students.html).

11. **No class attendance without enrollment.** Only those who are officially enrolled in this course may attend class unless enrolled as an auditor or making up an Incomplete by prior arrangement with the instructor. This policy does not apply to those assisting a student with a documented disability, serving in an instructional role, or administrative personnel. See Register: Get ready to take classes (studentcentral.iupui.edu/register/index.html).

12. **Religious holidays:** Students seeking accommodation for religious observances must submit a request form to the course instructor by the end of the second week of the semester. For information visit You have the right to observe religious holidays (studentcentral.iupui.edu/calendars/holidays/index.html).

13. **Right to revise:** The instructor reserves the right to make changes to this syllabus as necessary and, in such an event, will notify students of the changes immediately.

14. **Sexual misconduct:** IU does not tolerate sexual harassment or violence. For more information and resources, visit Stop Sexual Violence (stopsexualviolence.iu.edu/)

15. **Student advocate:** The Office of Student Advocacy and Support assists students with personal, financial, and academic issues. The Student Advocate is in the Campus Center, Suite 350, and may also be contacted at 317 274-4431 or studvoc@iupui.edu. For more
information visit Office of Student Advocacy and Support (studentaffairs.iupui.edu/advocacy-resources/index.html).

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.