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PNLA Quarterly
65:2
Winter 2001

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president's message

As the county van carrying us home from work exits the freeway, we are enveloped in fog. My mind slips to a visit to the past and I recall other drives to and from work in very dense fog. The fog can isolate one so.

Many other things cause isolation: lack of time, work, lack of contacts, insufficient information, inadequate resources, fear of appearing inadequate, location, stress, system or in-house values, insufficient background, lack of technology, technological illiteracy, personalities, personal conflicts, other priorities, lack of funding, and regional and political boundaries to name but a few.

At a time when technowizardry has made it possible to conquer the wall that geographical boundaries create for many librarians, we now have almost as many solutions for isolation as we have causes. When you feel cut off from others, you need only look to some of the following to get back in touch: Web sites, e-mail lists, e-mail, journals, articles, books, conferences, radio, television, videos, teleconferences, telephone, mail, committees, meetings, organizations such as PNLA, ALA, CLA, and the state/provincial associations, and state libraries.

Now if you're isolated, it may seem impossible to take advantage of some of these communication boons. We all know it takes money to add technology and attend conferences: hire consultants, visit other libraries for ideas, and take advantage of many of the opportunities that await us. Let me start here at home to give you some ideas for funding sources that might assist you.

Boise Public Library houses the Boise Funding Information Center (BFIC). BFIC provides a collection of publications and documents about philanthropic giving. The collection is designed to help organizations seeking grant support identify funding sources that match their needs. It can help you identify appropriate funding sources, diversify your organization's base of support, and increase your organization's funding prospects. You can find up-to-date information about local, national and international philanthropy; government agencies; private and corporate foundations; grants for individuals and non-profit organizations; program planning and proposal writing; starting a non-profit organization; fundraising events; and volunteerism. To reach the BFIC online, visit www.boisepubliclibrary.org/

updates/ref/as_fic.htm where you will find the page for charities/non-profit information. This site provides links to local, national, and international funding resources.

The well-established Foundation Center has free funding information centers and/or reference collections at the following locations in the American Pacific Northwest: Anchorage Library, Juneau Public Library, Boise Public Library, Caldwell Public Library, Montana State University, Bozeman Public Library, Montana State Library, University of Mon-

tana, Oregon Institute of Technology, Pacific Non-Profit Network, Multnomah County Library, Oregon State Library, Mid-Columbia Library, Seattle Public Library, Spokane Public Library, United Way of Pierce County, and the Greater Wenatchee Community Foundation at the Wenatchee Public Library.

If you can't get to one of these places, the *Big Book of Library Grant Money* for ALA might also be of use to you.

In May, the BFIC will hold a four or five day grants and program development institute. The program planning and proposal writing course is offered for twenty-five attendees annually. If interested, you should you should



Susannah Price

contact Mary K. Jones Aucutt at 715 S. Capitol Blvd., Boise, Idaho, 83702, (208) 384-4024, or MAUCUTT@cityofboise.org.

If these last two ideas are beyond your realm, I can't praise enough what you can gain by subscribing to an e-mail list. Daily, I see librarians offering free or inexpensive supplies, books, and information online, enticing employment opportunities. School librarians even send out reference questions that have stumped them. In Idaho, university librarians Adrien Taylor and Ron Force respond quickly to these questions. Several times a week Adrien also sends out informative paragraphs about helpful web sites or reference tools. On the LibIdaho list, Rand Simmons informs one about critical computer virus threats.

Twenty-two years ago, when I was working at a very isolated middle school in foggy Half Moon Bay, California, I could have been so much more useful if I had only had these e-mail lists. Earlier than that, when I was working at a private school in the wooded hills of Hillsborough, south of San Francisco, I would have felt and been connected through computer access.

president's message continued

Susannah Price

I am so glad we have come out of the land of muggles shrouded in fog, to benefit one another with our interconnectedness. I highly recommend that you log in and visit LiLI (Libraries Linking Idaho, at www.lili.org), the Idaho Library Association home page (www.idaholibraries.org), and also consider joining the PNLA-L list. The latter is intended to cover a variety of library-related interests in the Pacific Northwest and western Canada. To join the PNLA-L list, simply send

an email message to majordomo@pnla.org. Leave the subject line of your email blank, and in the body of the message type:

subscribe PNLA-L your email address

Once you join the list, you'll receive instructions on how to post to the list, how to leave the list, etc. We'll be in touch there until we can meet in person again at the conference.

call for nominations

Sandy Carlson

Now is the time for PNLA members to start thinking about running for a position on the Board for terms beginning in August 2001. Candidates are required for Vice President/President Elect and Treasurer.

Primary responsibilities for the Vice President include learning the ropes and chairing or co-chairing the Conference Committee. The 2002 Conference will be held in Missoula in August. The Treasurer is responsible for managing the budget. The perks of each position are working with an eclectic group of people who care about libraries and librarians in the Pacific Northwest (and elsewhere!) and meeting twice a year near Seattle. There are two ways to let your name stand. The easiest is to let me know by the end of April or earlier. The other is by petition: five Association members can nominate another member, with the consent of the nominee. Since this method requires signatures, a letter must be mailed or faxed to me before May 10, 2001. Ballots will be mailed to PNLA members early in June and the results will be announced at the Conference in Corvallis. Email: sandy@krl.org; Fax: 360.405.9128.

from the editors

Sandra Singh and Mark Bodnar

Happy New Year everyone. We're pleased that we chose to focus this issue on leadership -- it's a timely subject. Initially, we chose it because it's integral to librarianship, especially in this world of changing technology, globalisation, and competing ideologies. Then, Canada saw one of her most loved and controversial leaders, Pierre Trudeau, pass away as well as a startlingly bitter battle for the Canadian Prime Ministership and for the American Presidency. "Who will lead us?" is an old and compelling question. What is leadership? What makes a leader? We're extremely pleased to present some interesting perspectives on leadership: Kit Dusky of Portland State University addresses leadership in times of change, Patricia Kelley of Eastern Washington University discusses leadership from within, Renne Reaume of Marigold Library System and Paul Whitney of Burnaby Public Library each share their experiences as participant and mentor, respectively, at a leadership institute held at a mountain retreat, and PNLA Board Members describe an influential leader from their lives and/or professional careers. As always, comments and criticism are welcome. Happy reading.

mission and goals

The Pacific Northwest Library Association (PNLA) is an organization of people who work in, with, and for libraries. Its mission is to facilitate and encourage communication, networking and information exchange for the development and support of libraries and librarianship in the Pacific Northwest.

save the date!!

August 8 - 10, 2001

Save August 8th through 10th for the 2001 PNLA Conference at the CH2M Hill Alumni Center at Oregon State University in Corvallis, Oregon. This conference will include a joint effort with the Hawaii Library Association. Sign up to the PNLA email list for periodic announcements of speakers and programs. If you have a program that you would like us to consider presenting or if you would like to help with the conference, please contact Sandy Carlson, Kitsap Regional Library, 1301 Sylvan Way, Bremerton, WA 98310; 360-405-9111, FAX 360-405-9128, e-mail sandy@krl.org.

call for submissions

PNLA Quarterly Call for Submissions: 2001

We're setting the calendar far in advance to ensure that we have interesting and useful content for you to read.

Spring 2001 (65:3): Ethics

Deadline: March 1, 2001

Publication: April 2001

How many librarians remember that we have an ethical code? ALA and CLA have both established codes for librarians, but how often do we hear them except when someone threatens our freedom to read? This issue is meant to consider ethics in our profession and institutions.

Summer 2001 (65: 4): Great Ideas

Deadline: May 1, 2001

Publication: July 2001

You've had them. I've had them. Let's face it: we've all had great ideas that we never had the opportunity to act on for a variety of reasons, from lack of time to lack of funding. Just because we couldn't run with our ideas, it doesn't mean that another librarian couldn't benefit from them. So go ahead and share your best ideas with your colleagues. Along the same lines, how can we manage our libraries to foster creativity? What steps are necessary to take ideas from dream to reality?

Fall 2001 (66:1): Conference Issue

Deadline: September 1, 2001

Publication: October 2001

We require one person to report on each session offered.

instructions to contributors

Your submissions make the *Quarterly* a platform for the sharing and presentation of information of value to our profession and our region. Plan to share events, ideas, programs, and plans happening in your library and state or province. Ideas for issue themes and/or suggestions for articles or new ways of presenting materials are welcome.

The *PNLA Quarterly* publishes four times per year, in the fall, winter, spring, and summer. The fall issue includes the conference proceedings and the winter, spring, and summer issues encourage submissions on topics relevant to Pacific Northwest libraries. Articles may range in length to meet the needs of the topic. Graphs, charts, and illustrations should be reproducible in black and white. Literature cited should conform to the Modern Language Association style.

Submissions will be accepted in electronic form only. Please send all submissions as either e-mail attachments or in the body of an e-mail message. Please send either rich text (.rtf), text (.txt), or Word for Windows (.doc) formats. Do not send WordPerfect documents (.wpd) and please scan all files for viruses before e-mailing them.

Please note: We take all offers to write articles seriously. Since we do not accept two writers writing on the same subject, your article is unique and, if offered, expected. The deadlines for each issue are set in order to allow us time to edit the document.

Please contact the editors for further information: Sandra (ssingh@suite101.com) or Mark (mbodnar@sfu.ca).

alaska

Dan Masoni
Alaska Representative

There is no Alaska report this month.

alberta

Linda MacCallum

people

Barb Marshalsay is now Interim Librarian at the University of Lethbridge. She replaces Judy Head, who remains on staff.

Yellowhead Regional Library's ranks have been swelled by NAIT graduate Adriyel Greeve – Project Computer Technician, University of Alberta graduates Erica Davidson and Jody Crilly – TRAC Support Librarian and Project Librarian respectively, as well as former Director of Barrhead Public and Elementary School Library Joanne de Groot – Training and Development Librarian and former Director of Cold Lake Public Library, Myra Skaronski – Automation Services Librarian.

Karen Armbruster has retired from Brooks Public Library.

The University of Alberta Libraries have announced the appointment of five interns in the newly inaugurated Academic Library Internship Program: Julie Arie, Cara Bradley, Angie Gerrard, and Lindsay Johnson, recent MLIS grads of the U of A, and Shelly Gullikson a Dalhousie University MLIS grad.

The new Technical Services Librarian at Northern Lights Library System is Caroline Timmermans, a recent graduate of University of Western Ontario's library school.

Natasha Stairs is now the librarian responsible for consulting and training at Parkland Regional Library.

Sharon Siga has been appointed the new Director of Strathcona County

alberta continued

Library effective February 1, 2001. She will replace Marilyn Corbett, who is retiring after a long career in a variety of libraries in the province.

Linda Duplessis has been named the new Director of Peace Library System to replace Sharon Siga. Linda is currently the Assistant Director of PLS.

Catherine Steeves has recently been appointed the Technology Operations Manager in the Information Technology Services unit of the U of A Libraries. Catherine was previously the Government Publications Librarian at the U of A and the Information Services and Systems Librarian with the University College of Cape Breton.

Darcy Sharman, formerly Editorial /Research Associate, Bruce Peel Project, U of A, recently accepted a position as reference librarian in Broward County, Florida.

Rosemary Griebel spoke at the International Federation of Library Associations' (IFLA) 66th conference in Jerusalem this past August. She shared information about Canadian library services for the blind with a focus on the partnership between TAL and the Canadian National Institute for the Blind Library. She was also able to attend several sessions.

associations

U of A's Library and Information Studies Alumni Association (LISAA) has a new executive: Tracy Stewart, President; Beth Millard, Past President; Carolyn Guinchard, Vice President/President Elect; Adrienne Brown Canty, Secretary/Treasurer; Margaret Rutherford, Communications Officer; Dr. Alvin Schrader, Faculty Representative; Joel MacKeen, Continuing Student Representative; and Mary Smagler, Entering Student Representative.

alberta continued

award winners

Patricia Larkin-Lieffers, a recent U of A MLIS graduate has been named the recipient of the *LIBRI International Journal of Libraries and Information Services* Best Student Paper Award 2000. The paper "The Older Adult and Public Library Computer Technology: A Pilot Study of Attitudes, Experiences and Issues in a Canadian Setting" sought insight into seniors' use or non-use of public library computers and possible strategies to encourage this cohort's access to library electronic information sources.

news

A library awareness media program that began in early November is in full swing, coordinated by the province-wide multi-type library consortium The Alberta Library (TAL). The campaign has been planned to reposition and raise the profile of libraries in Alberta using stickers, billboards, magnets, newspaper ads, and posters that celebrate *LIBRARIES: your complete information solution for business, learning and fun*. Visit the promotional Web site at www.visityourlibrary.net.

In preparation for the fall federal election the LAA election kit was updated and distributed.

The Library Association of Alberta (LAA) has produced a special Millennium Publication highlighting libraries past, present, and future. Editor of the special souvenir was Judy Moore, Manager of Edmonton Public Library's Riverbend Branch. For more details about acquiring a copy of this inspiring and informative piece of Alberta library history, contact Christine Sheppard, Executive Director of LAA at shepparc@cadvision.com.

Public libraries are one of the groups included in the Province of Alberta's Supernet project, a connectivity initiative designed to form a pro-

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vincial telecommunications backbone.

A consultant has been hired by TAL to prepare a proposal to the provincial government for funding to support the technology, infrastructure, and electronic content facilitating access to library resources.

The Teacher-Librarianship by Distance Learning program at the University of Alberta is celebrating its fifth year. Ten Web-based courses are now available, enrollments continue to grow in all courses, and classes are frequently filled to capacity. Meeting the needs of teacher-librarians, librarians in special and public libraries, library students, and technology administrators across Canada, the response has been enthusiastic and students can now schedule their learning around other commitments. Four courses are offered in this winter term.

Four Metadata workshops were held this fall and TAL is planning more for next spring.

The Knowledge Network Steering Committee has approved 100% subsidy for Earthweb's ITKnowledge until June 30, 2001. This database contains over 2000 books and some periodicals on all aspects of the IT field.

A Colleges Interlibrary Loan Software Task Force has been formed. This group will examine options for interlibrary loans management software for the colleges involved in TAL and present recommendations to the Knowledge Network Steering Committee.

conferences

The Alberta Association of Library Technicians conference will be held in Grande Prairie May 3-6.

From April 26th to 29th, planners of the Alberta Library Conference are "erging" you to come and celebrate "Libraries for Life" at the annual Jasper conference. The focus is on new

alberta continued

ideas about emerging issues, merging technologies, and converging traditions.

In September, over 400 people attended Netspeed, the annual conference that supports the technology aspects of libraries. Comments and evaluations indicate that it was a resounding success. Netspeed 2001 is scheduled for October 11-13 at the Crowne Plaza Hotel in Edmonton.

british columbia

Carol Elder
British Columbia Representative

british columbia library association

Advocacy has been a strong mandate for the Association this year, with an anticipated provincial election in Spring 2001. In October, the Union of British Columbia Municipalities had their annual meeting in Victoria, and Julie Spurrell took the opportunity to talk to many municipal and provincial representatives, as well as meet with members of the British Columbia Library Trustee Association and the Association of BC Public Library Directors about action items leading up to the election. These include starting an advocacy listserv for ideas and success stories; creating an issues paper specifically for the election in liaison with all types of libraries; creating an advocacy tool kit on the Association Web site; and committing some money to a 'war chest' to use as necessary during the election.

Plans for the spring conference are well under way. The theme this year is 2001 : A Learning Odyssey, and it will be held at the Metrotown Hilton in Burnaby, April 19 - 21st. This is another joint conference with the British Columbia Library Trustees Asso-

british columbia continued

ciation, who have planned many sessions of interest to trustees. A number of workshops will focus on the use of electronic resources in libraries, covering such topics as e-books, e-reserves, and digital reference service. Well-known booktalk expert, Joni Bodart, will present a couple of skills building workshops, and a short session about the effect of computers on today's youth.

The membership survey is nearly ready to go out. The last one was done in 1993, and seven years later it is time to check in with BCLA members to ensure the services BCLA provides are reflecting the needs of the library community. It is anticipated that the preliminary results will be presented at the AGM in April, and that the information gathered will provide a planning basis for the executive in the coming year.

idaho

Janet Strong
Idaho Representative

people

Cathy Peterson is the new director of the Madison District Library. Debora Scholes, former director, resigned to take a position at Ricks College Library.

Marlene Earnest, School Media Generalist, Vallivue High School (Caldwell) was awarded Librarian of the Year from the Idaho Library Association.

Lori Keenan, retired director of the Latah County District Library (Moscow) was recognized by the Idaho Library Association with a Lifetime Membership Award.

Tamra Hawley-House received a scholarship from the Idaho Library Association to continue her work toward an MLS degree.

idaho continued

news and events

The Idaho State Library has updated its media booking system to include a Web version of the video catalog.

The following libraries have received computers funded by the Bill and Melinda Gates Foundation: all eight branches of the Prairie-River Library District have top-of-the-line workstations, plus free Internet connections from CamasNet, the local Internet provider; Buhl Public Library has four new public access computer plus a Spanish-language workstation; and Burley Public Library received four new computers and has an agreement with Burley High School students to donate community service hours to tutor patrons in computer skills.

The powerful draw of a new building has the Kuna Community Library staff hopping. Since opening a year ago, the number of people visiting the library has grown by 200 percent.

Nancy Griffin, director of the Idaho Health Sciences Library at Idaho State University, has been leading a series of free public meetings on "Health Information on the Internet" in eastern Idaho public libraries.

Several libraries have received grants to enhance their programs. The Boise Basin Library District (Idaho City) received a grant from the Libri Foundation to purchase new children's books. Buhl Public Library received a grant from the McCaw Charitable Fund through the Community Foundation for Southwest Washington to purchase a new microfilm reader/printer. The Wallace Public Library was awarded \$1,000 from the Kingsbury Foundation to purchase new books. The Idaho Community Foundation awarded several grants, including \$1000 to the Jefferson Library District for story totes for young children and \$500 to the Grace District Library for new books.

Other grants were awarded to Soda Springs Public Library for Spanish language tapes, the North Gem School District Library for new books and longer open hours; the Bear Lake County Library District received money to purchase safety-oriented supplies; and the American Falls District Library was able to buy a Spanish-language computer station with their grant.

The Idaho State Library has partnered with State Farm Insurance to develop, print, and distribute a Spanish language nursery rhyme booklet. The books are available at no charge to Idaho libraries or organizations interested in promoting family literacy. The goal is to show the Spanish-speaking community that Idaho libraries are interested in providing the same information on early literacy skills to all people living in Idaho.

Idaho public libraries had a very visible ally for their summer reading programs this past summer. Idaho's First Lady Patricia Kempthorne visited a number of libraries to read to children and to spread the message that reading is a fun activity. Based on attendance statistics from 91 libraries, a total of 17,400 children participated in summer reading programs statewide. The Office of the Governor and Boise Cascade Corporation provided support (money for books and pencils) to local public libraries for their programs.

idaho continued

montana

Jan Zauha
Montana Representative

Greetings from Montana! Libraries here are gearing up for the 2001 legislative session after an election that resulted in Montana's first female governor – Governor-Elect Judy Martz (R). Linda McCulloch (D), a school librar-

montana continued

ian and former Montana legislator, has been elected State Superintendent of Public Instruction. The election also facilitated the passage of important library mills throughout the state. Ahead of us looms a very active legislative session, with several bills focusing on censorship and privacy issues already in draft format.

people

Sheila Bonnard is the newly appointed librarian at Montana State University – Great Falls, coming to us after 20 years as a community education director and a 7-12 teacher/librarian in Alaska. Jim Hill has joined the Montana State Library staff as director of the Natural Resource Information System (NRIS), coming from the Department of Environmental Quality. Also new at the State Library is Mike Price, serving as the technology expert for the ever expanding Montana Library Network. Great Falls Public Library Circulation Supervisor Anita Osborne passed away after an extended illness. Anita had worked at GFPL since 1982. Melisa Nicoud, Media Librarian at the University of Montana, has left that position to be nearer family in Wisconsin. Marlene A. Palmquist, Director of Lincoln County Public Libraries since June 1999, will leave that post in December. Alvin Randall has accepted the position of Acting Director there.

The National Library of Medicine recognized Laurel Egan, medical librarian at St. James Community Hospital in Butte, during National Medical Librarians Month (October) for her work with community health centers and service organizations providing access to consumer health resources and basic Internet skills development. NLM praised her as "the only hospital librarian in a seven-county expanse in southwestern Montana (and she's only part-time). Her outreach pro-

our states and provinces

montana continued

gram provides training for patients and healthcare professionals in Silver Bow and Beaverhead counties, frontier areas impacted by the mining industry.”

libraries

Voters in several areas of Montana voiced their support of public library services this November. Dawson County voters passed a 2 mill levy increase for two years. These additional mills will enable Glendive Public Library to “maintain a respectable level of library service,” according to Library Director Gail Nagle. The Lewis and Clark Public Library (Helena) mill levy passed by a scant 3%. Missoula Public Library saw passage of their 3.5 mill increase for the next 5 years. The request to permanently increase the mill levy for the Great Falls Public Library by two additional mills was passed by a 2 to 1 margin. In Madison County, voters sent a mixed message by approving the consolidation of the Ennis, Sheridan, and Twin Bridges city libraries with the Madison County Library while not approving the request for additional mills to fund the expanded system.

Janis Bruwelheide, Professor of Education at MSU-Bozeman, will be administering a certification program to train teachers in five western states who want to become librarians or school administrators. As project director for BATE (Borderless Access to Training and Education), Bruwelheide will help organize a smorgasbord of courses offered by institutions in South Dakota, Nevada, and Montana. States participating but not offering courses are Alaska and Wyoming. Financing for the project came from a Learning Anytime Anywhere Partnership grant awarded by the US Department of Education.

Two Montana libraries have extended their staff skills to encompass

montana continued

Book Cart Drill Team activities. Bozeman Public Library’s 8-member team was awarded first prize for most creative entry in Bozeman’s annual Sweet Pea parade, as well as Honorable Mention in Best of Show Award. The Flathead County Library Book Truckers were supported with enthusiasm by spectators at the Northwest Montana Fair Parade.

montana library association & montana state library

The Montana Library Association Board met in Bozeman on November 2 to discuss division issues, conference planning, bylaws, marketing, and to gear up for the forthcoming legislative session, which promises to be an active one with 400 bill drafts already submitted in early November. To kick off our interest in the session, Montana Library Day will be held January 11 in Helena. Sponsored by MLA, the Montana State Library, the Montana Association for the Blind, and the Montana Nature Conservancy, this event is an opportunity for librarians to meet with legislators to discuss issues such as funding, intellectual freedom, and school standards. The day will include a reception at the State Library for librarians, legislators, and others. The next MLA Board meeting will also take place at that time in Helena in coordination with the legislative events.

The MLA Intellectual Freedom Committee (IFC) produced a Banned Book Week display that they made available for Montana libraries. The display consisted of a selection of commonly challenged books, accompanying posters, bookmarks, and kits explaining specific challenges. The four displays were sent to Bozeman Public Library, Park County High School in Livingston, Bicentennial Library (Colstrip), and Lame Deer Public Library. Recent challenges in Montana

montana continued

have included books such as *The Golden Compass* by Phillip Pullman, *The Hammer of Eden* by Ken Follett, and the magazine *Spin*. The IFC also launched a letter writing campaign to combat the McCain-mandated filtering bill, generating a good deal of input from librarians across the state.

This fall saw many professional development programs staged around the state by MLA and the State Library. Retreats were held by two MLA divisions: Academic and Special Libraries (ASLD) and School and Library Media Division (SLMD). The Public Library Division (PLD), which holds 2 retreats each fall to serve far flung public libraries, was forced to cancel both retreats due to low registration. Competing continuing education opportunities throughout the state were numerous this fall and staffing, funding, and work levels made attendance at all functions difficult.

The State Library hosted its second annual Fall Workshop for Montana librarians and trustees in Lewistown in late September. Despite a nasty fall snowstorm, 70 attendees benefited from sessions on accounting skills, personnel issues, weeding collections, advanced reference services, and technology maintenance. The 2-day workshop series was funded with money from LSTA, IMLS, and the Montana State Library Commission.

Upcoming professional development sponsored by MLA includes Offline 2001, organized by the Offline electronic resources interest group of MLA (so named because they meet “off line”). This event will be held at Carroll College in Helena February 22-24 and will feature as a pre-conference a full-day session on the basics of Z39.50 from the international authority Bill Moen, of the School of Library and Information Sciences, University of North Texas. Additional programs will

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include discussions of ebooks, database construction, data migration, wireless technology, and Web page design. Librarians from all types of libraries across the state are expected to attend.

Montana State Library's Library and Information Services Department (LISD) has mounted its new Web pages on the MSL Web site at msl.state.mt.us/lisd with links to LISD services. The State of Montana has also launched a new homepage at discoveringmontana.com. In addition to linking to agency and legislative information, this site will soon serve as the portal through which e-government transactions will be offered, beyond the electronic income tax filing already available. As we move into the 2001 legislative session, the Montana Library Network of MSL is providing fact sheets on the Web for current legislative issues of interest to Montana libraries at montanalibraries.org/FactSheets/LegislativeOverview.htm.

oregon

Carolynn Avery
Oregon Representative

oregon library association

ELECTION RESULTS

OLA had arguments in the Voter Pamphlet against Measure 9 and Measure 91. Several librarians also submitted an argument against Measure 87. All three measures failed. That's librarian power!

OREGON LIBRARY ASSOCIATION LEGISLATIVE COMMITTEE CONTINUES WORK

With the elections over, the OLA Legislative Committee has readied a legislative agenda for the session beginning in January.

◇ Ready to Read - currently \$1.00 per child, new goal will be \$2.00 per child.

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◇ CORE - the licensing of certain databases for every public, academic, and school library in Oregon. More information on the CORE Web site: www.olaweb.org/core/librarian.html

◇ UCITA - to work against the passage of this digital law. Oregon is one of 6 states targeted for this to pass. Several aspects of UCITA pose real problems for higher education and libraries.

* UCITA legitimizes a non-negotiable contract-based system of intellectual property with no exemptions and fair use defenses for the research, education, and library communities as provided for in federal copyright law.

* UCITA permits this same kind of contract to apply to mixed media transactions where a book accompanied by a CD, for example, could be governed by the same restrictions as placed on the CD.

* Provisions that prohibit reverse engineering or the public comment or criticism of a product would be enforceable under UCITA.

* UCITA allows the licensor to electronically disable, remove, or prevent the usage of computer information or software that resides on your system creating significant security issues along with interrupting services and operations.

* UCITA allows software firms to waive liability for known defects in their software that they failed to disclose to their customers.

For these and other reasons, UCITA can directly impact the ability of institutions to carry out their missions, to manage effectively their collections, and to offer free access to information.

◇ February 1 is *Library Day at the State Capital!* The State Library will

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be dedicating the new renovation just completed and librarians will be visiting their Legislators.

◇ The OLA Legislative Network is being updated. Diedre Conkling is preparing a contact list of library staff and library supporters who are willing to contact their local legislators about library issues. The OLA Legislative Network already has a discussion list set up for sharing legislative information. There are three possible ways to join.

1.) Send a subscribe message to

OLAnetwork-subscribe@egroups.com.

2.) Go to the Web site:

www.egroups.com/group/OLAnetwork

3.) Contact the site moderator, Diedre, at dconklin@OregonVOS.net.

The first time you go to the Web site you will be asked for a password. This password is your own personal password and not a list password. Current links are mostly related to UCITA and CORE.

CHILDREN'S SERVICES DIVISION FALL WORKSHOP

The annual Children's Services Division Fall Workshop was a resounding success! Just over 60 CSD members attended the day-long event which featured a music workshop, discussion of Summer Reading Sponsorship, storytime sharing, and program ideas at Table Talks. This year's workshop actually made money for the Division (around \$400)! And the annual Scholarship auction netted nearly \$1400.

"OLA STATEMENT ON INTERNET ACCESS" ADOPTED

The OLA Executive Board voted to adopt a new Internet access statement. Visit www.olaweb.org/org/ifc.shtml for more information on this statement and the Intellectual Freedom Committee.

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SUMMER READING PROGRAM NUMBERS UP

This summer, more than 80,873 children and young adults participated in Summer Reading Programs. In 1998, when OLA decided to look into finding sponsors to enhance our Summer Reading Program, only 39,000 youngsters participated. Looks like we are moving in the right direction!

LIBRARIANS GO TO THE FAIR

The State Fair is long over, the carnival rides are gone, the animals are back in their home pastures, and there's not a scone or curly fry to be had at the fairgrounds. But we still have the memories! Along with the usual Fair fun, over 3,000 fairgoers visited the Oregon Library Association/Oregon Educational Media Association booth where they talked to volunteers about books and libraries, told us their favorite author, and got a bookmark, magnet, sticker, poster, or (if they were lucky) a temporary tattoo to take home. The booth was a wonderful opportunity to meet library supporters, and to talk with people who may not use their library much and encourage them to think about what a great resource it is.

events

OREGON MAYOR'S ASSOCIATION SUPPORTS READING READINESS

The Oregon Mayor's Association passed a reading readiness resolution during the OMA summer conference. The resolution urges the Oregon State Legislature and the U. S. Congress to provide sufficient financial support for state and local efforts to improve reading during the early grades.

2000 OREGON BOOK AWARDS WINNERS AND SPECIAL AWARD RECIPIENTS ANNOUNCED

The fourteenth annual Oregon Book Awards recognized writers of excellence in poetry, fiction, literary non-fic-

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tion, drama and young readers literature. Each winning author received \$1,000. Writer John Daniel hosted the event, which was attended by more than 300 people. Daniel is an esteemed poet and memoirist who has won two OBAs himself for *Looking After: A Son's Memoir* and *The Trail Home*.

The Hazel Hall Award for Poetry was presented to Judith H. Montgomery of Portland, for *Passion* (Defined Providence Press). The H.L. Davis Award for Fiction was presented to Craig Lesley of Portland, for *Storm Riders* (Picador USA). The Frances Fuller Victor Award for Literary Non-fiction was presented to Marjorie Sandor of Corvallis, for *The Night Gardener* (The Lyons Press). The Angus L. Bowmer Award for Drama was presented to Melinda Pittman of Portland, for *Wonderbroads*.

The Leslie Bradshaw Award for Young Readers was presented to Ellen Howard of Salem, for *A Gate in the Wall* (Atheneum Books for Young Readers).

Also recognized were the recipients of this year's OBA Special Awards: The Oregonian's Jonathan Nicholas presented The Stewart H. Holbrook Award for Outstanding Contributions to Oregon's Literary Life (Holbrook Award) to Rich Wandschneider, founder and executive director of Fishtrap. Since 1988, Fishtrap has provided writers both a literary retreat in Wallowa County and a writing program that has over the years gained a national reputation. Wandschneider also works tirelessly to bring nationally recognized authors out to eastern Oregon and to keep the region in the minds of Portland-based literary organizations. Multnomah County Commissioner Beverly Stein honored Cathy Schneider for her contributions to children's literature, presenting the Walt Morey Award. Encour-

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aging children to read has become the life's work of Schneider, who coordinates the Multnomah County Library's "Books 2 U" program. In five years, the program has grown from serving a few hundred students to serving almost 22,000 in 27 schools (during the 1998-99 school year).

STORIES BY THE SEA CONTINUES TO GROW

The sixth annual Stories by the Sea storytelling festival, held at the Newport Performing Arts Center on September 22, 23, & 24, was once again a celebration of the power and value of a well-told tale. Co-sponsored by the Children's Service Division of OLA and the Oregon Coast Council for the Arts, the festival drew fans of traditional storytelling from all over Oregon, Washington, Idaho, and even New Zealand and North Carolina.

The festival began Friday morning at 8 a.m. with a tour of Newport, Toledo, and Siletz schools by seven librarian/storytellers (and festival committee members); Angela Reynolds (Washington County Library System), Andrea Milano and Louise Meyers (Multnomah County Library System), Steven Engelfried (Deschutes County Library System), Becky Reichard (Cedar Mill Community Library), Rebecca Cohen (Newport Public Library), Jill Presley (Toledo Public Library), and special guest storyteller Esther Stutzman. The 8 p.m. Ghost Story Swap, a free exchange of spooky stories, saw over 120 attendees eager to get their spines shivered. Hosted by West Linn storyteller/teacher Will Hornyak, twelve storytellers wove a spell of suspense over the eager listeners.

Saturday, three workshops offered attendees hands-on, take-it-home and use it, instruction in storytelling. Heather McNeil-Nix (Deschutes

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County Library) gave a thorough look at how a storyteller can improve her telling and expand her repertoire. McNeil-Nix's nine reasons for telling stories gave even the most experienced storytellers food for thought. Margaret Read MacDonald (King County Library System) had people all over the lawns practicing tandem storytelling and playing with story. She was ably assisted by Whitman Sampler, Nat Whitman, and Jen MacDonald. Anne-Louise Sterry (West Linn) presented the last workshop of the day. Her program encouraged everyone to use music with their storytelling. The Children's Matinee, an event that was free for children, featured Rebecca Ashburn of North Carolina, Anne-Louise Sterry, The Whitman Story Sampler (Nat Whitman and Jen MacDonald), and Johnny Moses of Bothell, Washington. The evening performance began with Rebecca Ashburn's quiet tales from the mountains she calls home. Dave Barrett (Forest Grove) took the audience to Asia. Heather McNeil-Nix brought everyone under her spell with elegant tellings of stories from Kenya and Scotland. Johnny Moses wrapped up the evening in most appropriate fashion with bilingual tales from his Native American traditions.

reminder

The 2001 PNLA Conference will be held in Corvallis, August 8-10. The theme is *Libraries in the Ring of Fire—Feeling the Heat*. Plan to attend and meet with other librarians from around the Pacific Rim, including Hawaiian librarians who will be participating for the first time.

people

LINFIELD COLLEGE HAS TWO NEW LIBRARIANS
Carol McCulley is the new assistant professor and reference and distance

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learning librarian at Linfield. She has a bachelor's degree from Elmira College, a master's from the Medical University of South Carolina, and a Master of Library Science from Emporia State University. Jean Caspers is assistant professor and reference and instruction librarian. She has a bachelor's degree from Linfield and a Master of Library Science from the University of Arizona. She comes to Linfield after 5 years working in the Oregon State University Library.

washington

Mary Campbell
Washington Representative

conferences

Washington Library Association's 2001 Conference, "Convergence," will be held April 4-7, 2001 at the WestCoast Grand Hotel at the Park in Spokane, Washington. The conference features an exciting lineup of speakers, including Editor-In-Chief of Library Journal, John Berry III, novelist and poet Marge Piercy, and Senior Correspondent for PBS, Ray Suarez. Programs include: Dr. Joe Janes of the UW Information School on "Latest Developments in Digital Reference"; Mary Ross of Seattle Public Library on "Converging and Diverging: The Next Generation of Search"; and a panel presentation on E-books featuring panelists from Amazon.com, Microsoft, Seattle Public Library and Village books. More information about the conference is accessible via the WLA web site at www.wla.org.

Plans are being discussed regarding a PNLA/WLA joint conference in August of 2004. One of the sites being considered is Fort Worden, near Port Townsend, Washington, on the Olympic Peninsula.

washington continued

upcoming events

Washington's Library Advocacy Day at the Legislature (a.k.a. Legislative Day) is scheduled for Wednesday, February 7th, 2001 in Olympia. This is a great opportunity to meet Legislators and their staff members, and to get an update on legislative issues affecting libraries in Washington.

people

Sharon Hammer has retired from her position as Director of the Fort Vancouver Regional Library.

Isobel Schiller and Barbara Archbold, both of whom serve as Associate Directors for the King County Library System, have announced their intent to retire early in 2001.

Betty Bengtson has retired from her position as Director of the University of Washington Libraries. The new Director of the UW Libraries is Betsy Wilson.

Spokane Public Library Director, Aubrey George, has announced his resignation, effective February 28, 2001. He and his family are relocating to San Antonio, Texas.

feature article

leading from within: being a leader when you're not in charge

by Patricia Kelley

A busy library not only provides opportunities for leadership, but depends upon such leadership for organizational vitality. Libraries of every size and type work daily in complex and continually changing environments that require the best efforts of staff in a number of arenas. Managers alone cannot provide leadership in the full range of issues that the library needs to address at an ever increasing speed.

Staff members who have managerial titles have management's responsibility for ensuring that the library provides the expected services, garners necessary resources, and is accountable to the broader organization in every way. They also have responsibility for setting direction for the library. But the process of setting direction, selecting the best paths to follow, and implementing selected goals provide opportunities for leadership throughout the library.

Sometimes the leader is the obvious one—the individual who steps forward to organize a working group, to develop an idea, or to solve a problem. Just as often, the effective leader is the one who works in less obvious ways to develop consensus on new ideas, brings together the people and other resources required to address a particular challenge, or makes a significant change in the organization in some way. Similarly, the leader often has a position with a title and the management responsibilities we associate with leadership positions, but just as often, leadership comes from people without a formal title.

These are the people who have an intense interest in an issue or a problem or simply an idea that will benefit the library or move it toward a stated goal. These leaders can be anywhere in the library. They have a vision for a new approach or a solution to a vexing problem and are willing to make a commitment to achieving that vision. They have the people and organizational skills to motivate and organize others to pursue that vision. They are willing to risk failure. Often, they have a good sense of timing and bring their ideas forward at the best possible moment.

Styles of leadership vary by individual and by situation, with the most effective leaders learning to use different styles for different situations. The ability to exercise

leadership develops throughout an individual's career, beginning before one has a title or defined role in which well-developed leadership skills are simply assumed to exist. Unfortunately, those skills do not arrive with the title: they develop through observation of leadership exercised by others, assessment of what works well or works poorly in specific situations, practice, and lessons learned from both failures and successes.

How do you start to gain leadership experience or demonstrate your leadership capabilities even if you are not officially in charge of anything in your library? You need to do at least three things. First, you need to learn about leadership through professional reading, observation, and

talking with people you consider good leaders. In other words, use the same techniques for professional development that you use in your areas of functional expertise in the library. Second, you need to let your supervisor or other managers know about your interest in developing your leadership skills. These people can be your partners and mentors in professional development. They can open the door for you through assignments and

give you encouragement as well as helpful feedback and advice. Third, you need to take every opportunity to demonstrate your growth and readiness for increasing leadership roles.

recognize leadership opportunities

The most important skill you need is the ability to recognize leadership opportunities that are right for you. Sometimes leadership opportunities simply rise up to meet you. Sometimes you need to seek them. But always you need to recognize the opportunity, or it will pass you by. A natural starting place might be a review of your library's operating plan or goals. Within the scope of your influence or responsibility, what do these documents suggest as problems to be addressed, operations to be updated or streamlined, or potential new directions to be explored? Who else in the organization shares your interest in the issues you would like to address? Explore the issues informally with those who are interested and those who would be affected by resulting

A busy library not only provides opportunities for leadership, but depends upon such leadership for organizational vitality.

changes. It is very important to explore your interest with your supervisor, who can probably help you define the issues in ways that will be most helpful to the library as a whole.

demonstrate basic leadership skill

Chances are good that you can identify areas where you can take the lead in bringing people together to clarify an issue or problem or develop a proposal that will move your library forward in some way. Whether you work on a broad issue or something quite narrow, you use a combination of organizational and people skills that demonstrate your ability to inspire others to work together to achieve something that is important to the library. That is the first step toward leadership.

demonstrate basic leadership qualities

A critical leadership quality you need to demonstrate is your ability to maintain positive focus on purpose and the “big picture” in the work you do in your daily operations and special assignments. Whether your library is dealing with a windfall of new resources or coping with difficulties, the person who consistently keeps co-workers and work groups focused in a constructive way on the purpose for the activity is the person who is playing a key leadership role. When the purpose of an activity continually focuses on the broader picture and how the work at hand supports the broader purpose of the library or its parent organization, then it is easier to motivate staff to identify alternatives for achieving the broader goal. It is easier to motivate staff to accept the need for change or to initiate changes in common practices as the needs of the organization change.

Leaders bring to operational as well as management functions positive motivation, a sense of commitment to the success of the library, and recognition of the role of the library in the larger organizational picture. That kind of leadership does not come just from supervisors and managers. It can be provided by anyone who is willing to make the effort to make the linkages and share insights with others. By demonstrating your grasp of the bigger issues and your ability to articulate linkages between your work and organizational goals or broader issues, you demonstrate your ability to play a broader role in the library. You invite managers of your library to recognize your leadership potential and to trust you to play bigger roles.

share your vision

Certainly, people who rise to leadership positions do so, in

part, because of their expertise in some aspect of librarianship or management. But in the long run, it is the ability to inspire or motivate others (peers, subordinates, and higher authorities) to commit their energies, time, and expertise in support of an idea or a project that makes a person a leader.

The desire to make a positive difference in the library, in the lives of the clients your library serves, or in some other way may be your driving force. To make that difference, however, others will need to share your vision and actively pursue it with you. A manager defines a direction to follow, determines how to achieve desired results, and implements necessary changes. A leader helps others envision the desired outcome and guides the way to achieving it through the combined skills of participants.

combine vision with practical skills

While strictly visionary leaders have an important role to play, most strong leaders within organizations achieve their vision use of sound management skills such as planning and budgeting. So the greater the leadership role you wish to play, the more you need to invest in learning the tools of management and the skills of leadership.

Finally, whether your goal is to be an effective leader within your area of expertise or to move to positions of leadership associated with specific titles or broad impact, the most important thing to do is to simply start leading. Focus on what you want to achieve, not on your lack of title or official designation as the person in charge. Work within the library with your managers and peers. If you work toward a shared goal with enthusiasm and a plan of action that invites others to participate, they will follow.

Note: I would like to express my thanks to the faculty and, especially, my colleagues at the Frye Leadership Institute co-sponsored by EDUCAUSE and the Council on Library and Information Resources at Emory University in June 2000. Our two weeks together exploring leadership issues in higher education, libraries and computing helped me develop a stronger appreciation for effective leadership and a desire to recognize and encourage leadership within my own organization.

*Patricia Kelley is the Dean of Information Resources,
Eastern Washington University.*

feature article

library leadership in times of change

by Kathy L. (Kit) Dusky

Librarians are confronted with an environment characterized by constant, and constantly accelerating, change. To achieve excellence in this type of environment, library leaders must prepare themselves and their organization. They will need to move along a change continuum that varies from merely coping with change to accepting change as routine. This type of growth will require a radically different organizational culture. One concept being studied by the private sector is the learning organization culture. The learning organization's culture provides organizations with the opportunity to successfully negotiate constant change as a natural consequence of its existence. (Goble, 1997, 151)

For years libraries and librarians have marched through a progression of technologies and philosophies, always with the hope that once we've climbed just one more hill - accommodated just one more format change - we'll be in sight of our destination and able to rest at last. It's now unavoidably obvious that we will always be climbing hills and mountains. A constant state of flux has become the expected environment in libraries, but it isn't always the accepted environment.

The current wave of retirements hitting many libraries, rather than adding to the stressful situation, can be viewed in a positive light: new hires can enhance user services and bring new ideas and perspectives and updated training to the organization. Moreover, re-engineered position descriptions and targeted interview and reference questions can help search committees select people with leadership styles suited to helping organizations better incorporate and benefit from changes.

This paper will discuss transformational leadership and the learning organization form of leadership in libraries. It will also provide recommendations for libraries as they try to recruit new team members so that potentially disruptive staff changes can instead help our libraries thrive in times of constant change.

transformational leadership

The transformational leader can be expected to move the library from its current situation to a new future, create visions of potential opportunities, instil new cultures and strategies, and mobilize the energy and resources of the staff toward concerted goals and objectives. Transforming leaders like to make things happen. They motivate library staff to do more than is necessary. Under their leadership, they infuse new values in the library. They make followers feel good about themselves. Transformation leaders support the deepest psychological needs of followers; people want to

feel they are doing a good job and want recognition for it. (Riggs and Sykes, 1993, 57)

Transformational leaders, first, need to develop and communicate a vision, mission, or philosophy of the organization. Then, they need to communicate that vision to the rest of the staff. These leaders are experienced in strategic planning and encouraging creativity. They are innovative and risk takers. (Carver, 1989; Riggs and Sykes, 1993) They are also skilled communicators. "Communication has to be upward, downward, and lateral in order to communicate effectively with the entire staff. Nothing should be taken for granted in communication." (Riggs and Sykes, 1993, 67)

In a library setting, transformational leaders personify change. They encourage the entire staff to think "outside of the box." Creativity and initiative are encouraged and rewarded. Instead of being "top-down" managed, employees are encouraged to do their best at what they do and to suggest – and implement – ideas that will increase productivity. Since library personnel have to "do more with less," just like everyone else, creativity is necessary to get the job done. Transformational leaders create an environment where this is possible. "Perhaps the greatest challenge is to keep on course and not allow urgent matters to crowd out important ones." (Carver, 1989, 35)

the learning organization

Peter Senge's book, *The Fifth Discipline: The Art & Practice of the Learning Organization* (1993), describes a new leadership style. "In a learning organization, leaders are designers, stewards, and teachers. They are responsible for building organizations where people continually expend their capabilities to understand complexity, clarify vision, and improve shared mental models – that is, they are responsible for learning." (1993, 340) There are five disciplines of the learning organization:

1. Systems Thinking
2. Personal Mastery
3. Mental Models
4. Building Shared Vision
5. Team Learning

These five disciplines can assist organizations in coping with, and embracing, change. Since change is constant for librarians and support staff in libraries, becoming a learning organization would be something to strive toward.

1. Systems Thinking

This is the “process of seeing the world anew, viewing the whole not just the present series of events, using intuition as much as logic in solving problems.” (Phipps, 1993, 22) It is “a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing patterns of change rather than static ‘snap shots.’” (Senge, 1993, 68)

According to Senge, “reality is made up of circles but we see straight lines. Herein lies the beginnings of our limitations as system thinkers.” (1993, 73) Goble defines organizational leaders as “those who do the right thing” as opposed to organizational managers who “do things right.” The organizational leaders know that “you must interact with staff members within the context of these web-like systems, and understand when you change a system you impact the people. Organizations that want to become learning organizations must recognize the subtleties and complexities of these webs.” (1997, 154)

Library managers frequently make the common mistake of not “properly identifying the REAL change. Too often change is defined as implementing a new technology. The technology is only a manifestation of the change. The real change occurs in the minds of the librarians and the staff using the technology. One key to successfully approaching the creation of a learning organization is to understand the need to focus on the people.” (Goble, 1997, 154) This has been evident in librarianship. We frequently let technology set the parameters and dictate the way the budget is allocated. Granted, technology is useful, but we need to keep in mind the users: students, faculty, and staff. We need to remember that training is very important. “Systems thinking will help libraries break out of the predictable cycle of problems, change structures and change the way we react to problems.” (Phipps, 1993, 22)

2. Personal Mastery

Senge defines personal mastery as

“... the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively. As such, it is an essential cornerstone of the learning organization—the learning organization’s spiritual foundation. An organization’s commitment to and capacity for learning can be no greater than that of its members.” (1993, 7)

Phipps describes it as “the goal of each member of the learning organization. It stresses individual self-fulfillment, commitment to what personally matters, and support for each person’s aspirations.” (1993, 22)

One important aspect of personal mastery is the “clear understanding of current reality.” Each individual will create his/her own personal vision of how things should be. People “who practice personal mastery will move current reality toward the vision.” (Goble, 1997, 154) Personal mastery helps us to understand that we are not our jobs and that we do not lose our individual identities when jobs change. This can be a difficult concept for people to understand and/or embrace. After all, I am a cataloger. When I attend library conferences, I say that I’m a cataloger. As my job changes and evolves, my responsibilities will change and, hopefully, my title will change to describe the new tasks. However, I have to understand that I am still the same person that I was before having new, exciting tasks to take on.

Another part of personal mastery rests on the shoulders of the organizational leaders. They “must do a better job of crafting job expectations. An individual’s ability to manage change on a personal level needs to be a standard part of any performance evaluation and people who create effective change within the organization need to be rewarded.” (Goble, 1997, 154) The organization, as well as the union and the appropriate parts of the contract, must agree on the acceptable and appropriate behavior brought about by this new system, process, or restructured organization. Position descriptions will need to be rewritten to reflect new responsibilities.

3. Mental Models

Mental models are defined as

...deeply ingrained assumptions, generalizations, or even pictures or images that influence how we understand the world

feature article

library leadership in times of change continued

and how we take action. Very often, we are not consciously aware of our mental models or the effects they have on our behavior. (Senge, 1993, 8)

Phipps writes that “mental models shape our language, our beliefs, our ideas of what is appropriate and inappropriate, what is possible and what is impossible.” (1993, 23) Personal mental models can have a big effect on how we see people. “If we believe people are untrustworthy, we act differently from the way we would if we believed they were trustworthy.” (Senge, 1993, 175) We must change the way we think about people. As our organizations continue to embrace diversity, we need to become more open to the skills and abilities of the people we work with. We must expect the best from everyone.

In the library setting, we must “Change the language we use to describe what we do and create new metaphors that will allow us to see the bigger picture and the new empowering means available to us.” (Phipps, 1993, 23) This is a tough job for library leaders. Reorganizing long-standing departmental structures, which we will be doing in the near future, is very threatening to the staff. Changing the title of a department would begin to get at the idea of the new departmental mission, which, ultimately, is to respond to patron needs.

“A very important mental model, common in many libraries, and deadly to an organization’s ability to negotiate change is the gross underestimation of the abilities of support staff. Support staff tend to deliver what is expected.” (Goble, 1997, 155) What do organizational leaders really mean for the support staff by the terms: empowerment, participation, and involvement? “Staff empowerment deals with allowing individuals or teams of individuals to take ownership, at some level, in the change process.” (Goble, 1997, 155) This is a difficult concept for managers to grasp. It is very difficult to trust others to do the job as well as the manager, himself/herself, can do it. The staff needs to know that empowerment is a reality, not just something to make them feel better about the changes.

4. Shared Vision

“The practice of shared vision involves the skills of unearthing shared ‘pictures of the future’ that foster genuine commitment and enrollment rather than compliance.” (Senge, 1993, 9) Shared vision is at the core of the learning organization and “provides focus and energy for learning.” (Senge, 1993, 206)

A shared vision is not an idea. It is not even an important idea such as freedom. It is, rather, a *force in people’s hearts*, a force of impressive power. Few forces in human affairs are as powerful as a shared vision. (Senge, 1993, 206)

This is the most difficult of the five disciplines. Having a vision and describing it to someone else can be very difficult. Even if the person can “see” what you “see” that doesn’t mean that they can understand your vision and, the most important and most difficult part, embrace the vision as her/his own. The organizational leaders must be able to develop visions that others can endorse. According to Senge, “You cannot have a learning organization without a shared vision. Without a pull toward some goal which people truly want to achieve, the forces in support of the status quo can be overwhelming.” (1993, 209)

5. Team learning

Team learning is “the process of aligning and developing the capacity to create the results its members truly desire.” (Senge, 1993, 236)

Team learning involves mastering the practices of dialogue and discussion, the two distinct ways that teams converse. In dialogue, there is the free and creative exploration of complex and subtle issues, a deep “listening” to one another and suspending of one’s own views. By contrast, in discussion different points of view are presented and defended and there is a search for the best view to support decisions that must be made at this time. Dialogue and discussion are potentially complementary, but most teams lack the ability to distinguish between the two and to move consciously between them. (Senge, 1993, 237)

As a discipline, team learning “differs from teamwork in that the focus is genuinely on the learning of the team, not on individual contributions; a genuine thinking together, dialoguing, suspending assumptions, discovering insights together.” (Phipps, 1993, 23) Even though the library is moving toward a team environment, team learning goes beyond everything that is familiar. Creating such an environment would be a challenge for both the organiza-

tional leaders and the personnel. "Committee structures provide a means of getting there, but they will not support team learning without some very creative, courageous, and insightful efforts." (Goble, 1997, 156)

For librarians and support staff to successfully become part of a learning organization, they will have to change their thought patterns. Linear thinking, controlling leadership, negative mental models, lack of vision, and individual competition and product orientation will have to be eliminated. (Phipps, 1993, 24-25)

conclusions and recommendations

When I started researching this paper, I thought that the participatory and/or transformational style of leadership would be the best option for libraries in the twenty-first century. However, that style of leadership does not go far enough. I believe that Peter Senge's ideas for a learning organization provide a model that reinforces a library's mission since libraries have always been learning organizations.

The challenge for libraries is to find the leaders to create such an organization. We know that the "baby boomers" are beginning to retire. We are already finding it difficult to fill positions. The learning organization requires new ways of leadership that, I hope, would help the new and the "old" staff survive future changes with a positive increase in energy and morale.

Previously, we have searched for managers who were adept at "planning, organizing, staffing, directing, coordinating, reporting, and budgeting. All management functions were defined within these terms." (Giesecke, Michala, Franklin, 1997, 172) Moving toward a learning organization would require new criteria for the people to be hired. Libraries would need to look for leaders, not managers.

How does one find candidates who would be able to lead the library into becoming a learning organization? The search committees, for both librarians and support staff, will have a difficult task. What information in the application process would indicate someone with the knowledge of the learning organization disciplines and the ability to implement the move toward a learning organization? What kinds of questions can they ask the references and the candidates during the interview process? Asking the right questions is very difficult and makes a big difference in the outcome of the search process. I would like to suggest the following as possible questions:

For the references:

1. In the past year, what new process/procedure has the candidate initiated and what effect did it have on her/his staff?

Was the transition smooth? Or, was there a lot of grumbling about the change?

2. Can you give an example that would indicate that the candidate is comfortable with change?
3. Does this individual take his/her turn at a reference desk?

For the candidate:

1. In the past year, what new process/procedure did you initiate and what effect did it have on the staff you supervise? Was the transition smooth? Or, was there a lot of grumbling about the change?
2. What would you do first?
3. What is your philosophy of reference service?
4. Open-ended questions are very useful as they would indicate the applicant's thought process.
5. Scenario questions can be useful. They are especially helpful if the search committee brainstorms possible outcomes, both positive and negative, in advance. That way, they will be able to evaluate the response more easily.
6. For the presentation, give the candidate a detailed, specific scenario to work with.

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feature article

library leadership in times of change continued

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- Kathy L. (Kit) Dusky is an Associate Professor/Cataloger at Portland State University.

leader profile

There are three qualities that stand out for me as being critical in a leader: vision, principles and a hands-off style. Stan Smith, recently retired from Surrey Public Library, worked throughout his career with these qualities guiding every decision he made.

Vision: Stan had a vision of where he wanted the library to be that he maintained whether that vision was being realised or not. Sometimes it took years to build the team, or the budget support, that could make the dream a reality, and while the shape of the vision may have changed over time, his faith in it never faltered.

Principles: Not everyone agreed with Stan's reasoning, and if there was a different way of viewing an issue, Stan had the courage to voice it. But, his reasoning and logic was inevitably based in deeply seated principles, which at times seemed unpredictable, often brilliant.

Hands-off style: Stan more than once compared himself to a conductor. He provided the vision of where to go, he gave the parameters of when to get there, then he sat back and let his staff do the job. This style allows leadership qualities to emerge in other people, making any organization stronger.

Carol Elder, British Columbia Representative

tomorrow's leaders: reflections on the northern exposure to leadership institute

compiled by the editors; contributors: Paul Whitney and Renee Reaume

For this special issue on leadership, we thought it would be useful to look at a library leadership institute from the perspective of both a participant and a mentor. Renee Reaume, a consultant with Alberta's Marigold Library System and Paul Whitney, the Chief Librarian of Burnaby Public Library (B.C.), have kindly contributed reports on last fall's Northern Exposure to Leadership Institute.

Paul Whitney, mentor

NELI is a five-day residential institute which is held every 18 months at the beautiful Emerald Lake Lodge in the western Canadian Rockies in British Columbia. NELI is directed by Ernie Ingles, Associate Vice-President (Learning Systems) of the University of Alberta, with the generous sponsorship of epixtech, inc. The program brings together 26 librarians, who have graduated within the preceding seven years and have demonstrated an interest in developing their leadership skills, with 13 facilitators and mentors made up of librarians in senior positions in a variety of traditional and non-traditional work places.

I have had the privilege of serving as a mentor at two NEL Institutes and have been asked to reflect on my personal experiences for the PNLA Quarterly.

NELI provides a unique experience for all involved from the intensity of the learning process, to the beauty and isolation of the physical surroundings and the first rate accommodations. What is truly inspiring is the company you keep.

It would not be appropriate to go into details on the NELI program - the Institute's mantra is, after all, "participate don't anticipate." What can be said is that the role of the mentor is not to lead or lecture, but rather assist and advise as appropriate.

Having worked with two separate groups of NELI participants, I was amazed by the different group dynamics that emerged. The common element, and for me the single most rewarding component of the total experience, was the intelligence, energy, and commitment evidenced by the participants. Observing them examine themselves, their workplace, their profession, and society at large was hugely reassuring. Forget the glib assertions about Generation X (and those who follow) being self-absorbed and cynical. As

evidenced by the fifty-two "early career" librarians I spent time with, our profession and our institutions will be in very good hands.

My sense of my role as a mentor was to encourage and, through sharing experiences, offer reassurance, challenge where appropriate and suggest possible ways of further engaging with the broader profession. Over the week mentors' and facilitators' stories of personal courage, serendipitous career choices, successes, and failures build a multi-faceted image of accomplishment via diverse paths.

Irrespective of your role, it would be difficult to be unengaged and ultimately, unchanged by NELI. As a mentor I learned from both the participants and other mentors. It is a blessing to be able to "leave the office at home" for a week while still having the opportunity to discuss libraries and librarianship. Benefits which should, and I believe do, accrue to participants during the Institute are also received by the mentors: the opportunity for reflection and self-appraisal, the development of a broader professional network, and a renewed sense of why the work we do is important.

In the end, what really matters at NELI are the people. Whatever your role, you leave Emerald Lake with a new network of colleagues spanning geographic distance and a variety of working environments.

Renee Reaume, participant

I first became aware of the Institute about 4 years ago but never applied until this past fall. The application process requires you to focus on your successes and your goals. For example, you are asked to keep your resume to one page, a hard thing to do. In addition to self-reflection, every applicant needs to be recommended both by their employer and

What is truly inspiring is the company you keep.

feature article

tomorrow's leaders continued

by someone who knows the applicant well, perhaps a supervisor. I am fortunate to work for a very nurturing organization that was supportive of my effort to be accepted to NELI. I found that the application process made me reflect on my professional experience (about five years), acknowledge my accomplishments, and come to realize what I wanted to be doing in the future.

After many drafts and feedback from co-workers, I sent in my application package and waited. A month or so later, I received a phone call from home and was told that I had a letter from NELI. I asked how big the envelope was and was relieved to hear that it was a large legal-sized envelope stuffed full of things.

I had been accepted to the 5th Northern Exposure to Leadership Institute. Twenty-five other librarians had also been accepted from across Canada. I was excited and eager to meet these people with whom I would share a unique and personal experience.

The group that would form the 5th Northern Exposure to Leadership Institute met on October 12. I knew some of the other participants, mostly those from Alberta. We bonded quickly and were developing into a close group by the time we arrived in Emerald Lake in Yoho National Park.

The work started that night. Over the next five days we became accustomed to rising early, working late, and talking and enjoying each other's company even later. In addition to the facilitators, who held seminars on a variety of topics, we all benefited from mentors who shared their wisdom and experience and provided us with perspective and history.

I knew many people who had participated in previous Institutes. I am thankful that they did not share too much of their experience and let me experience it for myself. Part of the philosophy of NELI is to live in the moment; "participate, don't anticipate." To be a leader you also need to be able to follow: we had to be able to give ourselves up to the experience at Emerald Lake and let it unfold before us.

I think each Institute is quite different and relies on the dynamics of the participants. I recommend Northern Exposure to other librarians, but I won't share too much of the experience because you determine in part what the Institute will be.

I received great support from my employer (Mari-gold Library System) and I received a grant from the Library Association of Alberta to help me finance my attendance. The Institute itself is sponsored by epixtech, Inc in partnership with Sun Microsystems, Inc. The Institute wouldn't exist without the support of its sponsors, the library associations, and our employers who recognize it as a

valuable and worthwhile program.

For more information on the Northern Exposure to Leadership, please visit their Web site at www.ualberta.ca/LSS/NELI/

leader profile

In my experience strong positive leadership can have many names:

Like **Astute**, with the wisdom and savvy to detect pitfalls and figure ways around, under, through, or over them.

Like **Reliable**, consistent and fair so those around can count on support when it is needed.

Like **Problem Solver**, alert to a variety of options, enabling others to discover the possibilities, and affirming their decisions.

Like **Visionary**, bringing home the big picture to others and developing an environment for expanding the dream.

Like **Good Sport**, a straight shooter who makes you feel you've won, no matter the game or the stakes.

Like **Role Model**, exhibiting characteristics of a true professional.

Like **Listener**, reflecting back ideas, giving them depth and added dimension.

Like **Roots**, grounded in commitment to family, community and those he serves.

Like **Flexible**, successful in a transition from a career in recreation to one in libraries.

Like **Creative**, with the imagination to conjure up ways to reuse beautiful old wooden furniture like abandoned card catalogue cabinets.

Like **Enthusiasm**, concluding a voice mail message with "... and remember, keep thinking libraries."

Like **Rumplestiltskin** who can spin straw into gold or \$4.8 million into over \$11 million.

Like **Punch** – Jackson, that is, Manager of Strategic Information and Libraries Branch of Alberta Community Development who is all of the above.

Linda MacCallum, Alberta Representative

leader profile

Irene C. Heninger was the Library Director for Kitsap Regional Library between 1972 and 1989. During that time she served as President of both PNLA and the Washington Library Association. I came to work for her as a young, naive librarian with a poor sense of self esteem and little practical work experience. Irene became my leader, mentor, role model, and friend.

What made her a leader for me? She had a fire in her gut for good service. She was a risk taker. She believed in me and my ability to solve problems. She cared about me and it showed.

Irene also has a strong sense of ethics and public responsibility and that was reflected in the decisions she made. She had an enthusiasm for life and for the library as an institution. She believed that libraries were important in people's lives. She had a vision for the library as a major force in the community.

A strong leader has a goal, shares that goal, and makes decisions that move the institution toward that goal. Irene did all three.

Sandy Carlson, Vice President

free management library (fml)

FML offers two Web guides to leadership sites. FML guides are well-organised, clean (no ads), focused on content rather than flash, and aimed at both not-for-profit and for-profit organisations. *Overview of Leadership in Organizations*: www.mapnp.org/library/ldrship/ldrship.htm and *Leadership Development Planning*: www.mapnp.org/library/ldr_dev/ldr_dev.htm

everything i know about leadership, i learned from the movies

How could we leave out a site with a title like this? *Inc. Magazine* did a survey that asked small-company CEOs and senior executives to name the movies that best inspired business leaders. The results ranged from *The Bridge On the River Kwai* to *Apollo 13*. Imagine showing *Dead Poets Society* at your next staff development session! www.inc.com/articles/details/0,,ART17290_CNT53,00.html

leadership

A good introduction to the main concepts and terms involved in the study of leadership, this Oklahoma State Univ. site has 43 linked slides covering all the basics. mgmt.bus.okstate.edu/faculty/eastman/mgmt5113/leaderbw

leadership dynamics research institute

Features several full-text articles on the principles underlying the Five Dimensions of Quality model of leadership. www.ldri.com

international leadership association (ila)

The ILA is one of the many institutes affiliated with the James MacGregor Burns Academy of Leadership at the Univ. of Maryland. They offer several online publications and reports, as well as links to other academic leadership organisations around the world. www.academy.umd.edu/ila/index.htm

managers vs. leaders

Covering key theories and the difference between managers and leaders in only ten slides, this University of Kansas site has just enough information to help you understand the jargon and whet your appetite for more on this important topic. eagle.cc.ukans.edu/~bdsypher/leadership/index.htm

leader profile

A leader is someone who sees the potential of others and helps them bloom. She sees opportunities and channels the talents of her colleagues into them. She does not hoard knowledge or power. She never underestimates her colleagues, but rather challenges them to step beyond their day-to-day duties to creatively explore new professional options. She is an advocate for them. She instills confidence in those around her because she expects the best from them. She reminds the organization of its priorities. She is a beacon of good sense.

Maggie Farrell, the Associate Dean of Libraries at Montana State University - Bozeman, embodies these leadership qualities. In her work in the library and elsewhere on campus, in the state of Montana, and on national bodies such as ALA's GODORT she is truly a leader. By her example we learn not only how to become better librarians, we learn how to become leaders ourselves in whatever sphere we occupy.

Janelle Zauha, Montana Representative

announcements

play it safe on the net

The Canadian Library Association has launched *Net Safe; Net Smart*, a new Web-based toolkit on managing and communicating about the Internet in the library. Building on a fifty-year tradition of leadership to the library community on intellectual freedom and information access issues, the kit was developed in consultation with the CLA Executive Council Task Force on Internet Service in Public Libraries.

The Task Force, appointed in the Fall of 1999, was appointed to develop tools and strategies to assist public libraries in both offering and defending this service. The toolkit, now available online on the CLA Web site is a collection of practical resources designed by library and information professionals for use in staff and board training, as well as for public education programming. (www.cla.ca/netsafe/netsafe.htm).

It includes: policy framework resources such as a position paper and position statements designed to inform library management in developing usage and access policies; a guide to legal issues; the newly revised version of CLA's popular *Have a Safe Trip!* brochure, formatted for use as a patron's handout or poster for your Internet centre in the library; *Getting Good Press: A Media Guide for Libraries*, featuring key messages and sample Q&As that respond specifically to press coverage on Internet access in the library; and links to a collection of selected online resources.

A print version of the kit is available for purchase at a cost of \$20.00 per copy. (Taxes, shipping and handling included).

leader profile

In my public library work, I learned a great deal about supervising employees from a fellow division head, Barbara Ostertag-Holtkamp. She was the Circulation Services Manager at our library for several years, and from the beginning, I was impressed by the way she handled personnel issues and interactions. She demonstrated how to be scrupulously fair and up front with employees, never showing favoritism and never shirking from the difficulties of coaching, disciplining, and managing a large group of employees. She was both instructive and inspirational and I tried to learn as much from her as I could before she moved out of state. The employees who were supervised and mentored by her, and who absorbed many of her duties once she left the library, still use her as a touchstone for their decision-making in personnel issues. Her leadership left a real legacy.

Carol Reich, Oregon Representative

leader profile

Rowena Lunn, Director of Marigold Library System in Alberta, leads by example and by expressing her vision of library service eloquently and with conviction. She has a positive influence on library service in Alberta and beyond.

On the Board of The Alberta Library (TAL), a multitype library consortium, she is a strong advocate of barrier-free access to information and library resources for all Albertans. She negotiated the first card recognition agreement between library systems, a first step on the way to the TAL card, which is valid in more than 200 libraries.

Rowena has led Marigold into a new model of cooperation and resource sharing where three library systems share a database with integrated cataloguing, interlibrary loans and circulation.

Rowena has been active in library associations throughout her career, influencing their policies and activities, ensuring their work is done well and that they remain relevant to their membership.

The Canadian Association of Public Libraries (CAPL) honoured Rowena Lunn's leadership and contributions to the library professions by presenting her with the CAPL/Brodart Outstanding Public Library Service Award last year.

Karen Labuik, Past President

online northwest 2001

Online Northwest 2001, an annual conference concentrating on computerized information retrieval and technology in libraries, will be held January 26, 2001 at the Embassy Suites Airport Hotel in Portland, Oregon.

The keynote speech by Roy Tennant, an internationally recognized authority on digital library development, will launch a strong array of programs focusing on innovative methods for managing and providing access to digital collections, distance learning, user support, usability testing, and a number of other critical issues relating to technology in libraries of all sizes.

Information about the the conference and Online Northwest is available at www.ous.edu/onlinew. Registration includes lunch and an opportunity to win a variety of door prizes — last year's prizes included a Palm Pilot, a digital camera, a scanner, and more. The early registration deadline is December 13, 2000.

Online Northwest is sponsored by the Oregon University System Library Council's Online Coordinators Committee.

leader profile

As the co-editor, I'm going to invoke an editorial prerogative to change my own assignment: I've been fortunate enough to work with many good leaders, so I will list a few of their best attributes as my recipe for an ideal leader:

- When there is a need for a unit to have a voice in the larger organisation, perhaps because scarce resources need to be divided or priorities need to be chosen, a good leader speaks loud and long for the unit.
- A good leader gives public praise for a job well done, but deals with team members' problems privately whenever possible.
- Good leaders provide direction for the team. They attempt to reach consensus as to where the team should be headed, but at some point they stop the discussion and make a decision.
- Finally, leaders provide opportunities for team members to learn and practise new skills, to devise and implement solutions to problems, and to become leaders themselves.

Just as every yin must have its yang, a good leader has good team members:

- They alert the leader to events in the unit and the greater organization that may have an impact on the unit's activities. (A leader should never be blind-sided by a truck that a team member saw coming.)
- They seek opportunities to lead from within by coming up with potential solutions for problems and helping to make the solutions happen.

Mark Bodnar, Co-Editor

* * *

Like Mark, I'm going to slightly modify the assignment by choosing two leaders. Anyone who knows me will not be surprised by my choice of the non-librarian Mohandas Gandhi. To me, Gandhi represents a true leader because he strove to lead by example. His inspiring philosophy – that each of us can effect change in the world around us by acting in a way true to our ideals and goals – guides both my personal and organisational behaviour.

Professionally, I'm fortunate to have met many inspiring library leaders. The person I've chosen to write about is Pat Cavill of Pat Cavill Consulting. When Mark and I graduated from SLAIS, we took a big risk and moved to another city, without work and without contacts. We were lucky enough to connect with Pat, someone who had a profound impact on our class at SLAIS where she taught the importance of library advocacy and marketing. Since then, Pat has continued to impress me with her dedication, ethics, and generosity. She is a risk-taking, forward thinker who constantly analyses the present in order to prepare for the future. She encourages excellence and independence in the people around her and embodies these qualities herself. Like with most leaders, Pat is someone who leaves a lasting impression. I hope everyone has a chance to meet someone as passionate about libraries and as dedicated to our profession as Pat Cavill. (Ditto from Mark.)

Sandra Singh, Co-Editor

2001: Events

January 26: Online Northwest 2001 (Portland, OR)

March 1-2: PLA Spring Symposium (Chicago, IL)

March 8-11: Alaska Library Association Conference (Sitka, AK)

March 15-18: ACRL National Conference (Denver, CO); *Crossing the Divide*

March 28: Oregon Library Association Conference (Seaside, OR); *Oregon Libraries: Leading Out Loud*

April 4-6: Washington Library Association Conference (Spokane, WA); *convergence*

April 19-21: Annual British Columbia Library Conference (Burnaby, BC); *2001: A Learning Odyssey*

April 25-28: Montana Library Association Conference (Kalispell, MO)

April 26-29: Alberta Library Conference (Jasper, AB); *Libraries for Life*
June 14-20: ALA Annual Conference (San Francisco, CA)

July 13: Oregon Library Association Support Staff Division Conference (Portland, OR); *Gateways 2001*

August 8-11: PNLA Annual Conference (Corvallis, OR); *Libraries in the Ring of Fire - Feeling the Heat*

August 6-25: IFLA Conference (Boston, MA); *Libraries and Librarians: Making a Difference in the Knowledge Age*

October 3-6: Idaho Library Association Conference (Pocatello, ID)

young reader's choice award

PNLA's Young Reader's Choice Award is the oldest children's choice award in the U.S. and Canada. The award was established in 1940 by a Seattle bookseller, the late Harry Hartman, who believed every student should have an opportunity to select a book that gives her or him pleasure.

Voting on the
2001 nominees takes place
from 15 March 2001 to
01 April 2001.

and the nominees are...

junior division: 4th-to-8th-grade list

Among the Hidden by Margaret Peterson Haddix
Bat 6 by Virginia Euwer Wolff
Bloomability by Sharon Creech
Case of the Lion Dance by Laurence Yep
Great Turkey Walk by Kathleen Karr
Harry Potter and the Sorcerer's Stone by J. K. Rowling
Holes by Louis Sachar
Janey's Girl by Gayle Friesen
Joey Pigza Swallowed the Key by Jack Gantos
A Long Way from Chicago by Richard Peck
Nose from Jupiter by Richard Scrimger
Sasquatch by Roland Smith

senior division: 9th-to-12th-grade list

Armageddon Summer by Jane Yolen & Bruce Coville
Boxes by William Sleater
Rules of the Road by Joan Bauer
Whirligig by Paul Fleischman
Wreckers by Iain Laurence

for more information about the authors ...

Sharon Creech: www.ala.org/alsc/creech.html
Gayle Friesen: www.umanitoba.ca/cm/vol5/no5/janeysgirl.html; www.umanitoba.ca/outreach/cm/profiles/friesen.html
Jack Gantos: www.publishersweekly.com/NBF/docs/porgantosbio.html; www.mtnbrook.k12.al.us/wf99/gantos2.htm; add.about.com/health/add/library/weekly/blpigza.htm?iam=mt&terms=%2Bjack+%2Bgantos; bookideas.com/reviews/children/joeypigza.htm
Margaret Peterson Haddix: www.sfsite.com/09b/amo41.htm
Kathleen Karr: www.childrensbookguild.org/kathleenkarr.html
Richard Peck: www.carr.lib.md.us/mae/peck.htm
J.K. Rowling: www.angelfire.com/wi/harrypotter/; www.scholastic.com/harrypotter/index.htm
Louis Sachar: www.randomhouse.com/teachers/rc/rc_ab_lsa.html
Richard Scrimger: www.umanitoba.ca/cm/vol5/no5/nosefromjupiter.html; www.umanitoba.ca/outreach/cm/profiles/scrimger.html
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Iain Lawrence: www.umanitoba.ca/cm/vol5/no4/wreckers.html
Jane Yolen: www.penguinputnam.com/catalog/yreader/authors/294_biography.html; www.ipl.org/youth/AskAuthor/Yolen.html

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Pacific Northwest Library Association (PNLA)
Membership Chairperson
80 Baker Cres. NW
Calgary, AB T2L 1R4
Canada

PERSONAL MEMBERSHIP

New [] Renewal []

JULY 1 - JUNE 30

I understand that \$20 of my membership dues covers my subscription to the PNLA Quarterly.

Signature _____

Name _____

Address _____

Zip/Postal Code _____

Place of Work _____

Position _____

Work Phone _____

FAX _____

Email _____@_____

Annual gross salary (in the currency of your country of residence)

- () Up to 9,999 \$30.00
(Includes retired, unemployed or not employed in the library field)
- () \$10,000 to \$19,999 \$40.00
- () \$20,000 to \$29,999 \$50.00
- () \$30,000 to \$39,999 \$60.00
- () \$40,000 to \$49,999 \$70.00
- () \$50,000 to \$59,999 \$80.00
- () \$60,000 and over \$90.00

Amount Enclosed \$ _____
(in the currency of country of residence)

I would be willing to serve on:
the PNLA Board Yes _____
PNLA Committees Yes _____

Circle interests (PNLA will help you connect):
Academic Management
Intellectual Freedom Reference
Resource Development Serving Christian Community
Library Instruction Youth Services

PLEASE MAKE CHEQUE PAYABLE TO:
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