Class time: Thurs. 6:00-8:45 PM  
Location: Susquehanna Hall, Room 1103  
Instructor: Dr. Stephanie Tuszynski  
Email: stuszyns@umd.edu  
Office Hours: By Appointment, between 4-6pm Thursdays  

Course Overview: The course provides an overview of the principles, practices, and techniques required for effective leadership and management, and focuses on innovative strategies, management responsibilities, and the skills needed to achieve and sustain high organizational performance.  

Learning Outcomes:  
Upon completing the course students will:  
- Be familiar with the concepts and methods of principled leadership.  
- Develop and demonstrate skills in organizational planning; program management (analysis, implementation, evaluation); and the utilization of technology-based products and services.  
- Understand and apply sound principles in developing and utilizing human capital, financial resources, and facilities.  
- Develop and apply principles in communications, advocacy, building partnerships and networks, and customer service.  

Course Materials  


Note: There is a new edition of the textbook but the course lectures will be based on the 8th edition.  

Additional readings beyond the textbook will be assigned for most weeks. Any additional readings will be available to students through the library, online via ELMS or in another accessible format. Nearly all the required journal article readings are accessible through the University’s library e-journal/database holdings accessible at http://www.lib.umd.edu.  

Course Requirements: This course is a seminar based around readings and discussion of issues, including both whole class and small group work. Students are expected to complete the readings for each week’s class IN ADVANCE of the meeting (after the first week of class). To earn full
credit, students must attend classes and actively participate in discussions, sharing their own thoughts and experiences and integrating information from lectures and assigned readings into graded work.

Because this course is discussion-based, tolerance for opposing viewpoints is required during the course of debate. Slurs, personal attacks or offensive language will not be tolerated. The instructor reserves the right to dismiss a student from class for disrespectful or disruptive behavior. Maintaining an open environment for engagement is everyone's responsibility.

**Attendance:** Attendance will be taken every class. Students are responsible for completing the reading regardless of attendance. More than three absences may result in the drop of a letter grade, pending a meeting between the student and the instructor. The student is responsible for catching up on work missed in class to the extent possible. Missed work will only be allowed with documentation proving the student was unable to submit the assignment or attend class for reasons beyond her or his control. Documentation may include physician's letters, hospital records, court documents, etc. *Absences due to religious observances will not be penalized, but the student will be responsible for any work due during the missed class meeting.* See the university policy on student attendance for further guidance.

**Academic Integrity:** The University of Maryland, College Park has a nationally recognized Code of Academic Integrity, administered by the Student Honor Society. This Code sets standards for academic integrity at Maryland for all undergraduate and graduate students. As a student, you are responsible for upholding these standards for this course. The Code of Academic Integrity prohibits students from cheating on exams, plagiarizing, submitting fraudulent documents, forging signatures, submitting the same paper for credit in two courses without authorization, and buying papers. It is very important for you to be aware of the consequences of academic dishonesty. Instances of any suspected academic dishonesty will be reported and handled according to University policy and procedures. For more information on the Code, visit [http://www.shc.umd.edu](http://www.shc.umd.edu)

Plagiarism is of particular concern in the networked digital environment. Students must write their essays and assignments in their own words. Whenever students take an idea or a passage of text from another author, they must acknowledge their source both by using quotation marks where appropriate and by proper referencing using footnotes or in-text citations. For further information about proper citation of sources, consult the UMD Libraries website at [http://www.lib.umd.edu/guides/honesty.html](http://www.lib.umd.edu/guides/honesty.html) and [http://www.lib.umd.edu/PUBSERV/citations/index.html](http://www.lib.umd.edu/PUBSERV/citations/index.html)

**Accommodations:** Students with disabilities who require academic accommodations must inform the instructor of their needs and provide written documentation about the appropriate academic accommodations from Disability Support Services at the beginning of the term. [http://www.counseling.umd.edu/DSS/](http://www.counseling.umd.edu/DSS/)

*Students are expected to be familiar with general UMD policies regardless of whether they are specified in this syllabus.*
CLASSROOM EXPECTATIONS

You are expected to turn off or silence your cell phone when you come to class and refrain from texting for the duration of the class meeting. If a student is experiencing an emergency and needs to be able to check messages during class, please inform me before class of the situation. Any other calls or texts must wait until official break periods or after class.

Use of laptops to take notes and examine course materials during class is permitted. I ask that you refrain from non-class browsing or other activities online while the class is in session. If your computer become a distraction for other students, you will either need to cease using the laptop or leave the class. Protecting the learning environment is everyone's responsibility.

Assignments and Grading

All written materials for the course should be double-spaced, using 12-point Times New Roman font. The margins should be 1 inch exactly on each side. Citations – both in the text and in the references section – must conform to either the MLA or APA style manual. Pages should be numbered and format should be consistent. All written assignments are due on the date indicated in the schedule.

GRADING AND EVALUATION

"Guiding Documents" Project 50
Strategic Plan Analysis 50
Marketing Analysis 50
Final exam 150
Attendance/Participation 200
Total 500

*  
A+ = 97% or better  B- = 80-82%  D = 63-66%
A = 93-96%  C+ = 77-79%  D- = 60-62%
A- = 90-92%  C = 73-76%  F= less than 60%
B+ = 87-89%  C- = 70-72%
B = 83-86%  D+ = 67-69%

*  

Guiding Documents – Students will submit and workshop drafts of some of the basic documents associated with management responsibilities, such as a mission statement, etc. Grading will be based on the quality of writing, thoroughness of sources and evidence of effort. Details will be provided in assignment sheets. (50 points)

Strategic Plan Analysis – Students will complete a short paper analyzing a strategic plan from an existing library institution of their choice. The purpose of the paper is to demonstrate a grasp of
the principles of strategic planning and apply that knowledge to evaluate a plan that is in place in the professional realm. Details will be provided in assignment sheets. (50 points)

*Marketing Analysis* – Students will complete an analysis of a marketing campaign from an existing library institution. Details will be provided in assignment sheets. (50 points)

*Final exam* – The final exam will be a take-home and due at the end of the semester. Details will be provided later in the semester. (150 points)

*Attendance and Participation* – Roughly 40% of the course grade will be on student participation in discussion and other classroom activities. Multiple absences will thus impact the student's points in this area. (100 points)

**Extensions**

Extensions will only be available during personal emergencies. Students who need to request an extension should discuss the matter in advance with the professor whenever possible. Documentation may be required to grant an extension. If an extension is granted, the work must be submitted within the extension period or the student will be subjected to grade penalties.

**Schedule – SUBJECT TO CHANGE WITH NOTICE**

<table>
<thead>
<tr>
<th>Date</th>
<th>Week</th>
<th>Subject</th>
<th>Readings</th>
<th>Assignments</th>
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</thead>
<tbody>
<tr>
<td>8/30</td>
<td>1</td>
<td>Intro to concepts, history</td>
<td>1, 2, 3, assigned readings – see remainder of syllabus for readings for each week's topic</td>
<td></td>
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<tr>
<td>9/6</td>
<td>2</td>
<td>Organizational culture &amp; structure</td>
<td>7, 8, 9, assigned readings</td>
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<tr>
<td>9/13</td>
<td>3</td>
<td>Leadership</td>
<td>13, 14 assigned readings</td>
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<tr>
<td>9/20</td>
<td>4</td>
<td>Strategic Planning</td>
<td>4, assigned readings</td>
<td></td>
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<tr>
<td>9/27</td>
<td>5</td>
<td>Financial Planning, Budgets</td>
<td>19, assigned readings</td>
<td>Draft Guiding Docs due</td>
</tr>
<tr>
<td>10/4</td>
<td>6</td>
<td>Marketing, Outreach and Advocacy</td>
<td>6, 20, assigned readings</td>
<td>Guiding Docs due</td>
</tr>
<tr>
<td>10/11</td>
<td>7</td>
<td>Evaluation, Outcomes Based Assessment</td>
<td>Assigned readings</td>
<td></td>
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<tr>
<td>10/18</td>
<td>8</td>
<td>Analytics, Data and Computing</td>
<td>Assigned readings</td>
<td></td>
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<tr>
<td>10/25</td>
<td>9</td>
<td>Organizational and Group Communication</td>
<td>16, assigned readings</td>
<td>Strategic Plan Analysis due</td>
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<tr>
<td>11/1</td>
<td>10</td>
<td>Public Speaking</td>
<td>Assigned readings</td>
<td></td>
</tr>
</tbody>
</table>
11/8  11  Ethics and Law  15, assigned readings

11/15  12  Diversity and HR  10, 11, assigned readings  Marketing Analysis due

11/22  No class - Thanksgiving

11/29  No class

12/6  13  Future of library management  21, assigned readings

TBD  Final exam meeting  Final exam due

ASSIGNED READINGS – PLEASE MONITOR COURSE ANNOUNCEMENTS FOR ADDITIONS OR CHANGES TO THIS LIST.

Week 1: Intro to concepts, history

Textbook: Chapters 1, 2 and 3


Week 2: Organizational culture & structure

Textbook: Chapters 7, 8, and 9


Week 3: Leadership

Textbook: Chapters 13, 14


Week 4: Strategic Planning

Textbook: Chapter 4

Lord and Markert, excerpts from *The Manual of Strategic Planning for Cultural Organizations* (available on ELMS)

*Anne Marie Casey, "Grassroots Strategic Planning: Involving Library Staff from the Beginning." *Journal of Library Administration* 55 (May/June 2015), 329-340


Week 5: Financial Planning & Budgets

Textbook: Chapter 19


Recommended:
Week 6: Marketing, Outreach, Advocacy

Textbook: Chapter 6, 20


**Recommended resources:**

ALA. "Marketing the Academic Library" resource page: [http://www.ala.org/acrl/issues/marketing](http://www.ala.org/acrl/issues/marketing)


Week 7: Evaluation and Outcomes Based Assessment

Farmer and Safer, excerpts from *Library Improvement Through Data Analytics*, available on ELMS.


Week 8: Analytics, Data and Computing


Week 9: Organizational and Group Communication

Textbook: no readings


Week 10: Public Speaking

Textbook: Chapter 16


Week 11: Ethics and the Law

Textbook: Chapter 15


**Week 12: Diversity & Human Resources**

Textbook: Chapters 10, 11


*Crystal Hoyt and Susan Murphy, "Managing to Clear the Air: Stereotype Threat, Women, and Leadership. *Leadership Quarterly* 27 (June 2016), 387-399.


Review:

**Week 13: Future of library management, libraries in a global context**

Textbook: Chapter 21

Aspen Institute, read the report *Rising to the Challenge:Re-Envisioning Public Libraries.* [http://www.libraryvision.org](http://www.libraryvision.org)


*Beth Boatright, "Leading the Library (When You're Not in Charge)," *College & Undergraduate Libraries, 22* (2015), 3-4, 343-357