Course Overview: This course focuses on providing a sound foundation in the core competencies needed to lead and manage information-based cultural institutions (i.e. libraries, archives, museums, historical societies) in the 21st century. 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

There is no required text for the course. All readings will be available to students online 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:** Students are expected to attend classes and actively participate in discussions sharing their own experiences and integrating information from lectures and assigned readings. Students will also participate in small teams, and each team member will play an active role. Each student will lead one or two class discussions of an assigned reading.

**Course Method**

This course meets once a week on Tuesdays pm in room. The course will be conducted as a seminar. It is essential that every student participates in the discussions of course materials. Participation means active involvement in class discussions. Students read the assigned readings for each week PRIOR TO THAT WEEK’S MEETING.

Based on critical examination of course readings, each student should develop an analytical stance concerning the issues in the course. The students are expected to question, challenge, argue, and discuss issues and topics related to that session's readings. For certain weeks, the class will be joined in the discussion by individuals with specific expertise on the week’s topic.

**Grades:**

A letter grade for each segment of student performance, and for the course, will be assigned with University and iSchool guidelines: A= Excellent [90-100]; B=Satisfactory [80-89]; C=Barely adequate [70-79]; D/F=Failure [<70].

**Attendance:** Attendance/participation in class is expected. If you are unable to attend/participate in class for reasons of illness, religious observance, participation In University activities at the request of University authorities, or compelling absences beyond the student’s control, please let the instructor know [prior to class for non-emergencies].

**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

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 and http://www.lib.umd.edu/PUBSERV/citations/index.html.
**Students with Disabilities:** 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 [http://www.counseling.umd.edu/DSS] at the beginning of the term.

**Assignments and Grading**
Your grade will be based on three items. 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 the most recent APA style manual. Pages should be numbered and format should be consistent. All written assignments are due at the beginning of class on the date indicated below.

**Classroom participation** (35% of your final grade). This course is a discussion-based course. You are expected to read all of the assignments, to think through the issues they raise, and to articulate your thoughts on the materials. Clearly, you need to attend class to participate in the discussions. Attendance will be taken every week, with absences being excused in cases of illness, religious observances, and other reasons in line with university policies, or if the university is closed due to inclement weather. *In order to receive an excused absence, the instructor should be notified in advance of the class meeting.*

**Extensions**
Timeliness is extremely important in graduate work, and extensions will only be available during personal emergencies. Students who need to request an extension should discuss the matter in advance with the professor. If an extension is granted, the work must be submitted within the extension period to avoid grade penalties. Unexcused delays in submission of the paper will result in a deduction of half of a letter grade for each day the paper is late, while unexcused delays in presentations will result in a deduction of half a letter grade for each class meeting the presentation is late.

**Oral Presentation** (20% of your final grade, October 25, November 1). This oral presentation and brief paper–should identify and examine your current view on leadership chronologically discussing and responding to the following:

a. What is your personality and how will it affect your leadership style.

b. Describe yourself as a leader

c. How would others describe you as a leader

d. Describe your ideal leader. Why is this your ideal leader

e. Develop a personal leadership strategy.
3. Research Paper (45% of your final grade, due December 6). This research paper – approximately 20 pages – will explore the research and practice related to how library leadership is necessary to meet the challenges of the future. Drawing from research literature, professional literature, and policies and practices of information organizations and businesses, this paper will review and summarize the leadership style necessary to assure libraries remain relevant to the communities they serve.

Week I

Personality Traits & Overview of Organizational Leadership- Differences between Leadership and Management- Discussion

Week II-Leadership Theories


Week III- Leadership vs. management


Week IV- Leadership and Diversity


Week V- Effective Leadership and communication


Week VI- Speed Mentoring –Cynthia Sheffield (NIH)

Week VII - Data Analysis – Guest Speaker Colin Khem


**Week VIII- Leading and Motivating High Performance Teams**


**Week IX- Oral Presentations**

**Week X- Oral Presentations**

**Week XI- Human Resources and Leadership Development**


**Week XII- Global Leadership- Where are you**


**Week XIII- Organizational Climate**


**Week XIV- Leading from any position**


**Week XV-Effective Leadership**

Final Paper due