



The Catholic University of America
Library and Information Science

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Department of Library and Information Science
The Catholic University of America

THE FOURTEENTH ANNUAL BRIDGING
THE SPECTRUM SYMPOSIUM

Sponsored by



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Virtually on Friday, February 18, 2022
From 9:00 a.m. to 4:00 p.m. EST

**Fourteenth Annual Bridging the Spectrum Symposium
Friday, Feb. 18, 2022 | Program Details**

**The Fourteenth Annual LIS Symposium
The Catholic University of America**

2022 Symposium Schedule

9:00AM-9:20AM	Opening Session	
9:20AM-10:20AM	Keynote Address “Curating the History of COVID-19” by Jeremy J. Myntti , the Head of Digital Library Services at the University of Utah’s J. Willard Marriott Library.	
10:20AM-10:30AM	Break	
10:30AM-12 Noon	Session 1 Technology Integration in Information Services	Session 2 Accessibility and Information Literacy
Noon-1:00PM	Lunch (on your own) Poster Lightning Talk Presentations	
	Poster Q&A Session (12:30PM-1PM) Talk with the Sponsor (LAC Group) (12:30PM-1PM) LAC Federal will give a brief overview of a few current contracts to demonstrate the type of job opportunities available for Library Professionals including current and soon-to-graduate LIS students. They will then highlight current openings and provide contact information for anyone interested in applying for one or more of the current positions	
1:00PM-2:30PM	Session 3 Community Engagement and Outreach	Session 4 Archives and Special Collections
2:30PM-2:45PM	Break	
2:45PM-4:00PM	Session 5 Academic Library Management	Session 6 Library Leadership Development
5:00PM-6:00PM	The Catholic University of Americas’ AGLISS (Association of Graduate Library and Information Science Students) Trivia Night, organized by Sunset Trivia. All symposium participants are welcome. Please use this link to register: http://tinyurl.com/2p8mv6jw	

General Information

As the 2022 Bridging the Spectrum Symposium will be a virtual meeting, we are adapting a Code of Conduct to reflect the virtual environment. We value your attendance and contribution and want to make sure your experience is positive and productive during your participation in the Symposium.

1. In order to attend this virtual conference, you must have registered online through the registration system (check [symposium website at https://lis.catholic.edu/news-events/symposium/index.html](https://lis.catholic.edu/news-events/symposium/index.html)). You will receive a Zoom link to join the conference. Please DO NOT share or forward the link to other people.
2. Please enter your name in the Zoom sessions so that it appears as “*Your Name, Affiliation*” to ensure engagement and the ability to network with others. When you present or moderate, add your role with [] (e.g., “Jane Doe, CUA DLIS”, “[presenter] Jane Doe, CUA DLIS”, “[moderator] Jane Doe, CUA DLIS”). You can change your name in the session by clicking “...” at the bottom right of your video/image.
3. Symposium presentations are Zoom-based and delivered in listen- and view-only modes. We encourage audience members to use the chat box to ask questions. Session moderators will compile the questions for the presenters to address.
4. The keynote address will be recorded. Breakout sessions are not recorded unless there is an accommodation-related request.
5. Poster sessions are scheduled during lunch. The lightning talk recordings will be played during lunch in the Symposium Main Room for audience members to explore. Poster presenters will be assigned to a Zoom room for Q&A from 12:30pm to 1:00pm EST. The committee strongly encourage attendees to review the program for the abstract of posters of interest, and to check which Zoom meeting room presenters will be available in to answer questions.
6. Unacceptable behavior may result in immediate removal from the online meeting. Unacceptable behavior includes, but is not limited to the following:
 1. Harmful or prejudicial verbal or written comments or visual images
 2. Harassment, intimidation, or discrimination in any form
 3. Disruption of presentations during sessions
 4. Recording of sessions without permission
 5. Distribution of promotional materials, special offers, or any for-profit product announcements from non-sponsors of the Symposium.

* The General Information is drafted based on the [2020 Bibliometrics & Research Assessment Symposium Code of Conduct](#).

Keynote Speaker



Jeremy J. Myntti

Head of Digital Library Services, University of Utah's J. Willard Marriott Library

Curating the History of COVID-19

Description: Many libraries and archives have a mission to document local or regional history and current events. Rapid response collection in times of a crisis has become increasingly necessary to curate content while an event is occurring, rather than after it has passed. When the COVID-19 pandemic hit in early 2020, libraries across the world recognized the importance of documenting contemporary history for the current and future study of the pandemic. Many projects were created to document different aspects of the pandemic, each with a slightly different focus based on types of content, populations, or regions. This talk will provide an overview of the many types of COVID related collections that have been created. A case study of the *Utah COVID-19 Digital Collection* will be shared, including how the project developed over time, workflows developed for processing user-submitted content, and the outreach efforts used to promote the collection.

About the Speaker: **Jeremy Myntti** is the Head of Digital Library Services at the University of Utah J. Willard Marriott Library. His research interests revolve around making library collections more discoverable and accessible to patrons. He is on the project team for the Utah COVID-19 Digital Collection which collects photos, stories, and oral histories from Utah residents related to the COVID-19 pandemic.

Morning Breakout Sessions, 10:30 a.m.-12 noon

Session 1: Technology Integration in Information Services

Moderator: Dr. Sue Yeon Syn

Web 2.0 & participatory archives

Meghan Glasbrenner - The Catholic University of America

Web 2.0 is defined as a term/concept that involves those tools which embrace and promote collaborative interactivity. This presentation will examine some of the recent history of Web 2.0 integration into archives, specifically how the growth in active participatory archives due to the COVID-19 pandemic (including its increase in born-digital ephemera) has accelerated the prevalence of Web 2.0 tools in existing archives and event-specific "rapid response" archives. Additionally, it will explore how the increased interactivity expands understanding of existing artifacts and leads to greater collaboration with community archives and those involved in informal self-archiving practices ("citizen archivists"), particularly as it concerns those emerging from social justice movements, which are fostering collaboration between professional and citizen archivists, and the benefits and challenges that these can bring to the profession.

For the people: Transcribing federal theatre project playbills

Morgen Stevens-Garmon - Library of Congress

The Library of Congress launched *By the People* (crowd.loc.gov) in the fall of 2018, inviting the public to transcribe, review, and tag digitized pages from the library's collections. As of 2022 over 28,000 registered users have completed over 427,000 pages of transcription across 25 different projects or campaigns. On January 11, 2022, *By the People* initiated a new campaign asking the public to engage with thousands of digitized programs and fliers from the Library's Federal Theatre Project collection. This lightning talk will briefly cover what went into the project launch, the challenges encountered, and what transcription can reveal about theatrical production in the 1930s.

Mapping legal responses to COVID-19 in Asia

Alex Zhang - Duke University Law School

Andrea Levan - Washington and Lee University

The "Mapping Asian Legal Responses to COVID-19" project was founded in May 2020. The project aims to track legislative, regulatory, and executive responses to COVID-19 in Asian jurisdictions. We focus on covering constitutional bases, legislative tools, and emerging regulatory rules and measures as countries in Asia move to fight the COVID-19 pandemic. So far, we have collected and shared primary and secondary legal information from over 15 jurisdictions in Asia through newsletters, data wrappers, Google Drive, and Google Maps service. In this presentation, we share how we identified, collected, and presented information in diverse ways, lessons learned, and insights on how COVID-19 may change the legal landscape of these countries in the post-pandemic era.

A.I. vs. humans: Citator centaurs

Damien Riehl - Fastcase

“When will machines take human jobs?” This question is centuries old yet evergreen. Today’s machine is AI, and this talk will discuss how the best answer is not “machines vs. humans” but “machines plus humans.” Most of the world’s most advanced technology companies currently use “humans in the loop.” The talk will focus on a crucial topic to legal librarians: citators. The legal-technology industry’s most-effective citators use automation augmented with humans. This discussion will focus on problems best suited to automation and problems best suited for humans. Human language is complex, and even the most advanced technologies cannot interpret language syntax sufficiently to solve all problems; for those, humans are much better, cheaper, and faster. That is good for both the product and humanity: let each do what they do best, both the humans and the machines.

Session 2: Accessibility and Information Literacy

Moderator: Dr. Ingrid Hsieh-Yee

Seeing the sign: Starting a deaf culture digital library

Babak Zarin - Central Rappahannock Regional Library

In the Fall of 2019, the Central Rappahannock Regional Library (CRRL) began reaching out to the Library of Virginia (LVA) to create a state Deaf Culture Digital Library. Over the next two years, members of the two institutions were able to work together and successfully develop Virginia’s Deaf Culture Digital Library (<https://deaflibva.org/>), with the library itself launching in late October of 2021. In this session, CRRL Access Services Librarian Babak Zarin will discuss the processes and considerations of launching the Virginia Deaf Culture Digital Library, from its initial conception through development and release, including the initial feedback received and future developments in mind for this service.

News they can use: Project planning and evolution for a virtual newsrack

Edward Stocking & Tina Plottel - Salisbury University

In the Fall of 2019, Salisbury University Libraries launched *Virtual Newsrack* as a single access point for patrons to access news, cultural commentary, and popular media offerings. What was initially envisioned as a visual aid/marketing item showing students how to access the newspaper subscriptions during research consultations and instruction sessions, *Virtual Newsrack* has continued to evolve, especially in the past academic year. Specifically, faculty outreach proved helpful due to their limited understanding of our newspaper collection. We began conversations about library collections, particularly with new faculty and adjuncts, and began incorporating the *Newsrack* in instruction for writing and research-based assignments. Furthermore, it was the only way most of our patrons had access to this content. Finally, it saved patrons money, freed up faculty time, and provided stable access to library resources.

Assessing the effectiveness of an MLIS elective course in teaching IL concepts

Morgan Adle - University of Maryland

The MLIS Program at UMD has begun an in-depth assessment reviewing the current curriculum's effectiveness at providing students with tools to master information literacy skills. MLIS graduates need to possess these skills and fulfill the required teaching roles. The first part of this curriculum assessment included a literature review of information literacy frameworks and documents that establish foundational competencies of librarianship. The Program has now begun to look at the curriculum, starting with "Literacy and Inclusion," a course covering information literacy through creating public programming for libraries and archives. For the Spring 2021 semester, instructors implemented a pre-and post-assessment to gauge students' understanding of information literacy and its importance to the field. This briefing discusses the assessment, content analysis, findings, and future implications for the MLIS Program and more extensive research on information literacy in the LIS curriculum.

Revelations of the COVID-19 infodemic: The need for everyday life information literacy skills

Rajesh Singh & Amanda Delisi - St. John's University

COVID-19 created an infodemic in which copious amounts of information spread throughout society in the news and social media. People are experiencing information overload, widespread misinformation, and adverse effects on their overall well-being. This study presents a qualitative analysis of people's information challenges and experiences about the infodemic and its implications for society. The sample included 1,979 participants from various regions in the U.S.

Analysis revealed that most respondents perceived COVID-19-related misinformation as troubling, experiencing negative emotions while searching for information about the pandemic. Findings highlight concerns about misinformation and its impact on public health, information handling skills, civic engagement, and people's well-being. Less than one-fourth of respondents felt confident in their information handling skills and emphasized the need to empower communities with information literacy skills. Also discussed are how the media and politics influence information experiences and implications for empowering people with information literacy skills in the post-truth era.

**Poster Presentations and Q&A, 12:00 p.m-1:00 p.m.
Group 1**

Developing a collection project of the Inca Empire

Yuri Casas – Emporia State University

This collection development project addresses academic libraries with Latin American Studies, Spanish, and Social Sciences departments. The audience includes students, researchers, and university professors. I chose to identify, select and curate publications

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about the Inca culture that covered its ethnohistory, architecture, history, and traditional art.

The objective was to develop a collection of books and online publications using \$5,000 in annual funding over twenty years and create a collection development policy by which to manage the collection. Additionally, an outreach strategy was designed to help promote the collection in the academic community.

Digitizing Islamic Arabic manuscripts from Harar, Ethiopia

Anna Wiljer – The Catholic University of America

The Semitics/ICOR Library has a collection of 217 Islamic Arabic paper manuscripts from the region of Harar, Ethiopia, an influential Islamic religious center in Western Africa. The library recently received another group of 85 manuscripts and two scrolls for digitization, identification, and study. After an initial condition assessment by the curator, the newly arrived materials were approved for digitization. I present the process being used for digitizing these materials.

The manuscripts and scrolls were stored in individual bags, numbered in the order received. Books were scanned by placing the manuscript next to two rulers (horizontally and vertically), two pages at a time, using the FineReader program. Each manuscript presented unique challenges due to the covers, spine, pages, and binding glue conditions. GIMP was used to crop each image, minimize markings, and adjust the lighting. Four variations of each image were created. Quality control was also performed.

Impact studies in continuing education for the archival profession

Chaeyeon Kim – Upstate Medical University

This paper aims to review the literature on what facilitates continuing education (CE) in the archival profession and identify ways to make it more effective. While documenting impact has been a continual pursuit in CE for the archival profession, its effectiveness and impact remain underexplored. After describing existing CE offerings for archivists in North America, the author constructed an evaluation framework for the need to search for a connection between CE and the performance of the archivists. The author suggested a practical CE for training archivists in the United States.

Murals of the D.C. suburbs: Creating and sustaining a digital collection

Emily Swain – The Catholic University of America

“Murals of the D.C. Suburbs” is a photo-based digital collection highlighting publicly accessible artworks in Virginia and Maryland. The collection engages users with public works as well as their creators. The poster covers the collection development process, the metadata specifications, and features collection examples. Several user services were developed to aid user access and satisfaction. Services include an FAQ page, video tutorials, and a customized Google map of the physical mural locations.

The poster also discusses a growth plan for the collection which includes a formal usability test, partnerships with relevant institutions, and promotional efforts. “Murals of the D.C. Suburbs” was created with artists, DC residents, and tourists in mind but anticipates unexpected uses. Folded throughout the collection’s creation, is the idea of iterative reflection and improvement. The poster covers collection creation from start to finish, as well as sustainability efforts through services and consciousness of ever-changing user needs.

Group 2

More than a social coding platform: GitHub’s diverse applications for library & information science

Annette Nakshbendi – The Catholic University of America

GitHub, founded in 2008, is one of the most popular code-hosting sites for developers and is valued by engineers for its version control capability, project management features, and facilitation of collaborative work. Organizational users include technology companies, publishing firms, educational institutions, and government bodies. As user diversity increases, researchers have explored additional uses for GitHub, including resource curation, cooperation between students and enterprises, and changing the culture of e-learning. An overview of the research suggests that GitHub may become even more directly valuable for information professionals as a source of standards-setting material for web accessibility, support for crowdsourcing projects, a source of inspiration for digital archivists, and much more. This poster diagrams the current use cases of GitHub and potential applications for the future.

Artificially unintelligent: How racial biases impact Artificial Intelligence (A.I.) and search algorithm results for students and scholars in library and information science

Ari Hilliard – The Catholic University of America

This research explores racial biases in A.I. and search algorithms for people using library and learning system resources. These findings will help make information more accessible, equitable, and transparent in revealing potential biases, critical components of patrons accessing information systems and interpreting their findings. A literature review demonstrated that these racial biases in A.I. and search algorithms would continue to contribute to segregated research and discriminatory outcomes if they were never acknowledged or corrected. These implications should support the reform of A.I. and search algorithms by making information more compelling and diverse and bringing attention to the need for more clarity about information searching and aggregating services and mechanisms. Ultimately, library and information science is a constantly evolving field whose services need to advance similarly over time to be as inclusive and practical as possible.

Hein, U.S. news, and how to increase citations

Melanie Knapp & Rob Willey – George Mason University Law Library

We present empirical evidence showing how law scholars can improve the citation of their articles, using techniques relevant to all academic fields. Using nearly 250,000 law review articles published on HeinOnline over five years, we analyze citation patterns and their relationship to characteristics of the articles such as title length, number of authors, article length, publication format, and more. We also describe past citation studies and best practices in Search Engine Optimization. We find that factors beyond article quality likely impact scholarly citations. Drawing from these lessons, we offer techniques to authors for increasing article citation counts. Then, we highlight the role of libraries and librarians in promoting and preserving faculty scholarship through digital platforms, especially maintaining accurate faculty profiles and bibliographies in online author and resource identifier platforms.

Group 3

The challenges of inaccessible references

Austin Williams – Georgetown University Law Center

Does reliance on authors for the stewardship of unpublished materials cited in academic articles lessen their credibility, limiting the ability of others to build on their work? If so, should the standard be that all unpublished sources cited in law reviews and journals be made available for review by readers and future researchers?

This poster session discusses the use of “on file with” citations in student-edited law reviews and journals and their impact on future research endeavors. A brief overview of the prevalence of using “on file with” citations will be provided based on research conducted involving searching the text of footnotes across several top law reviews and journals. Potential remedies are explored to make unpublished materials held by authors more accessible.

Literary spaces becoming home: Learning their stories and ending poverty

Christopher Stewart – District of Columbia Public Schools

There is a lack of investment in healthcare, employment opportunities, housing, and education in economically distressed areas. Far too often, these areas of abandonment are black and brown. Systemic racism has fueled policies and legislation, contributing to educational gaps and intentional assessment skewing for black and brown students, contributing heavily to poverty creation.

We have often heard that education leads to eradicating poverty, and the creation of pathways for humans to access housing, healthcare, employment, and education will decrease generational illiteracy rates. We should consider creating wrap-around services, including literary engagement, for individuals experiencing poverty and homelessness.

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I highlight findings from Michael Holzman's "Public Education and Black Male Students: A State Report Card," The Education Department's "National Assessment of Educational Progress," and other case studies suggesting ways to end poverty and increase literacy rates.

Let's get radical! Converting a guest lecture series to a themed public symposium
Susan Graham & Semhar Yohannes – University of Maryland, Baltimore County (UMBC)

The Albin O. Kuhn Library & Gallery at UMBC has developed a collaborative guest lecture series, "Spotlight! Guest Instructor Workshop Series," inviting university members and friends to share research and creative endeavors. Due to the ongoing success of the "Spotlight!" series, the parameters were expanded to create a semester-long themed symposium examining radicalism's historical, cultural, and regional contexts. A series of lectures was curated around this theme of radicalism specific to the Baltimore region, highlighting the library's special collections' Radical Literature and Alternative Press Center collections.

The series' goals were to provide a platform for sharing research; to facilitate collaboration; to highlight the research of UMBC; to increase the visibility of the library and its collections; and establish partnerships between campus members and the community.

"Spotlight!" supported the university's vision of creating an inclusive culture connecting innovative teaching and learning, research across disciplines, and civic engagement.

Afternoon Breakout Sessions, 1:00 p.m.-2:30 p.m.

Session 3: Community Engagement and Outreach
Moderator: Dr. Young Choi

Community engagement through library outreach program

Dwi Fitriana Cahyaningtyas & Ida Fajar Priyanto - Universitas Gadjah Mada

Communities need information, a need that sometimes goes unfulfilled due to a lack of continuing education. The library serves as an alternative learning place to fulfill the knowledge needs of the community, helping to improve the qualities of human resources and welfare. The Perpuseru program in Indonesia, sponsored by the Bill and Melinda Gates Foundation, empowers communities by providing learning centers at the library which are free and accessible to everyone.

As a result of a qualitative study of unstructured interviews with librarians in Indonesia, this presentation will share the librarians' feedback on Perpuseru's initiatives.

Be our guest: Project-centric collaboration via podcasting

Heather Jackson, Ella Alonso, Hawa Jalloh, Hannah Erickson, Kelsey Hughes, & Will Froliklong - Prince George's County Memorial Library System

Finding opportunities to collaborate with the community is difficult if they lack specific direction and purpose. A shared project can facilitate a mutually beneficial partnership and exchange across disparate fields. In this briefing, we will outline our process for selecting and creating a network of community experts to collaborate on a library podcast. We will share how these foundational relationships can evolve into future collaborations outside of the podcast and can continue to benefit both partners.

JusticeAccess: Meeting the legal information needs of members of the public where they are

Rebecca Katz - JusticeAccess

Over 80% of civil cases in D.C.'s Superior Court have one or more parties without counsel. Although D.C. has a robust network of legal services providers and a solid commitment to increasing access to these services to low- and moderate-income individuals, we do not have a law library designed to serve the needs of non-lawyers in D.C.

In this briefing you will hear about JusticeAccess, a nonprofit law library designed to fill this gap, and ways you can participate. The mission of JusticeAccess is to provide the public with access to print and online legal information, supported by law librarians providing reference assistance, in communities within D.C. that are underserved by existing law libraries. To execute this mission, JusticeAccess will house its print materials and technologies in a mobile library, structuring its policies and activities to minimize barriers to service.

Leading the reckoning: Confronting slavery and its legacies at the University of Maryland

Joni Floyd - University of Maryland Libraries

Founded in 1856 on the ancestral lands of the Piscataway and donated by slave owner Charles Benedict Calvert, the University of Maryland (UM) emerged from the regional context of slavery to become the flagship institution of the University System of Maryland. While UM has taken steps throughout its history to confront the entrenchment of white supremacy and the systematic exclusion of Black people, 2019 marks the beginning of its most comprehensive approach. As a member of the Universities Studying Slavery consortium, UM seeks to acknowledge and address its historical connections to slavery and its legacies.

This initiative, The 1856 Project, is led by three UM Libraries faculty members. In this briefing, Joni Floyd, T1856P co-chair, will use a restorative justice framework to discuss how the project is managed, its approaches to framing and facilitating collaborative

research, and best practices for engaging communities historically disenfranchised by the university.

Session 4: Archives and Special Collections **Moderator: Dr. Jane Zhang**

Sharing hidden treasures: Material evidence in Incunabula at the Dominican House of Studies

Hannah Jones & Benjamin Turnbull - Dominican Theological Library

As part of an ongoing project to increase the exposure of the Rare Books and Special Collections at the Dominican Theological Library, we have begun adding records of the library's incunabula to the Material Evidence in Incunabula (MEI) database to make these items accessible to wider audiences.

In this presentation, we will discuss the challenges we encountered while planning and beginning this project and our strategies to overcome them. In doing so, we will reflect on how the collaborative nature of MEI and the unique, iterative nature of its record creation process have made this project an effective gateway into rare books librarianship for us as early-career librarians.

We will also consider how a multi-phase approach to complex projects can help small libraries like ours address the needs of multiple user groups while respecting the unique needs of special collections.

Researching Latino/a/x D.C.: Addressing archival silences through community outreach

Mariana Barros-Titus & Anne McDonough – D.C. History Center

In Summer of 2020, the DC History Center vowed to examine how it had contributed to injustices people of color face. This reflection involved looking at how the nonprofit organization collects, describes, and provides access to its materials illustrating Washington's history. The organization expanded its partnerships to different communities as part of these efforts. It partnered with the University of D.C.'s Political Science program, creating a framework for community outreach into historically underrepresented communities. Published in May 2021, the "Guide to Selected Research Materials Relating to the DC Latino/a/x Communities in Washington, D.C.," highlights the city's rich multicultural history. The endeavor offers a model for expanding perspectives collected and amplified through libraries and archives. The presentation provides an overview of the project's structure and lessons learned in a community outreach effort.

Cataloging Gibbons pamphlet collection: Challenges, solutions, observations

Alex Audziayuk - The Catholic University of America

A 60-volume bound collection of 17th thru early 20th century pamphlets was donated to the Catholic University Libraries by James Cardinal Gibbons, the ninth Archbishop of Baltimore. The collection had presented a broad range of challenges to the staff and processing paraprofessionals of the Rare Books and Special Collections department when an attempt was made to catalog and add the collection to the American Catholic Pamphlets online database. Various issues and difficulties were discovered during a 120-hour supervised practicum in Rare Books Librarianship in the Spring of 2021. In this briefing, the issues, challenges, observations, and practical decisions made in the process are presented.

Afternoon Breakout Sessions, 2:45 p.m.-4:00 p.m.

Session 5: Academic Library Management

Moderator: Dr. Sung Un Kim

Student engagement: What does it mean to academic libraries?

Xiaohua Zhu, Moonhee Cho, & Erin Whitaker – University of Tennessee
Mei Zhang – Syracuse University

Academic libraries have used various terms to label their marketing and communications activities. Student engagement, likely borrowed from educational research, has typically been discussed from several dimensions. In LIS, scholars use it in reference to library activities involving students without a theoretical understanding. Numerous library studies shed light on engagement but evade what it denotes in academic libraries. Without a deep understanding, efforts to boost student engagement may not be as productive as they could be.

Using a qualitative method, we collected data from four universities and analyzed the implications of engagement from librarians' and students' perspectives. Semi-structured interviews with open-ended questions elicited perceptions from both parties. Using Deterding and Waters's "flexible coding" method to analyze the data, we combined inductive and deductive coding. This analysis will identify themes and reveal gaps so that the findings will inform the design of an evaluative framework for student engagement in academic libraries.

The academic library and university governance: Exploring the library's role in university leadership

Jessica Boyer – Mount St. Mary's University

In recent years, the traditional model of higher education governance has come under increased scrutiny, with trends pointing to an overall breakdown in shared governance. Universities need to collectively decide how to proceed with governance in the coming years. As these institutions struggle with the traditional shared governance model, library

leaders must explore their role to better understand their path forward within the larger institutional structure.

This briefing provides an overview of the current role of libraries within university governance based on literature reviews and qualitative inquiries. The briefing also explores current debates around the success of the traditional governance model. Opportunities for libraries to emerge through these debates, increasing their role and visibility as university leaders, are identified as well.

Session 6: Library Leadership Development

Moderator: Dr. Renate Chancellor

Using leadership theories to help re-organize library structure

Shanyun Zhang – The Catholic University of America

Twenty years ago, the standard structure for academic libraries consisted of two divisions: public and technical services. Internet technologies have changed library collections and services over the past two decades. For example, electronic resources grew from a few databases to huge collections, consuming most of the library's collection budget. Library websites evolved from bulletins/directories to complex systems blending electronic resources and various library services. Libraries and librarians are providing traditional services and acting as digital scholars, publishers, and more, and library structures are continuing to change with the trends. In designing the new library structure, we can use leadership theories, such as the Situational Leadership and Path-Goal theories. After analyzing staff types and task characteristics, administrators can decide how to structure each department and division in the library.

Better meetings by design

Marna Hostetler – University of Southern Indiana

All libraries have meetings, but not all meetings are productive. Unproductive meetings are viewed as a waste of time, resulting in low morale and a lack of progress toward organizational goals. As meetings are crucial to setting goals, formulating policies, removing barriers, and completing projects, how can they be more efficient?

This session attempts to answer that question by providing a structure for improving morale and enhancing communication, leading to better results. It will also cover the concept of having different types of meetings for different goals. Too often, organizations use a “catch-all” approach to meetings, leaving no one satisfied and slowing progress toward agreed-upon goals.

The ideas in this session were tested in an actual library, and the steps taken, feedback, and lessons learned are discussed. This organizational meeting restructure was based on the book "Death by Meeting" by Patrick Lencioni.