

THE NEXT LIBRARY LEADERSHIP



LIBRARY DIRECTOR

ATTRIBUTES OF
ACADEMIC AND
PUBLIC LIBRARY
DIRECTORS

PETER HERNON
RONALD R. POWELL
ARTHUR P. YOUNG

CONTENTS

Illustrations	vii
Preface	ix
Acknowledgments	xiii
1 A Shortage of Librarians	1
National Librarian Shortage	1
Academic Library Directorships: In a State of Flux?	4
Employment Outlook	5
Challenges	6
Acute Shortage Impacting the Position of Director?	7
Conclusion	8
2 Qualities Expected of Library Directors: A Review of the Literature	13
Leadership Qualities	14
Managerial Qualities	19
Personal Qualities	21
Knowledge Areas	22
Qualities for Medical Librarians	22
Conclusion	23
Appendix: Competencies and Responsibilities of Top Management Teams in Public Libraries	23

3	Qualities for Association of Research Libraries (ARL) Directors	35
	Our Past Research	36
	Supplementary Views	40
	Conclusion	62
4	Qualities for Association of College and Research Libraries (ACRL) Library Directors	65
	Delphi Study	65
	Supplementary Views	69
	Conclusion	77
5	Qualities for Public Library Directors	79
	Delphi Study	79
	Supplementary Views	83
	Conclusion	94
6	Analysis and Comparison of Qualities	97
	ARL Directors	97
	ACRL Library Directors	104
	Public Library Directors	109
	Combined List	113
	Conclusion	119
7	Leadership Assessment	127
	Assessment Tools	128
	Assessment of Library Directors	131
	Self-Diagnostic Tools	135
	Moving beyond Self-Assessment	136
	Other Uses of the Qualities	136
	Conclusion	137
8	Acquiring the Qualities	141
	General Ways to Acquire the Qualities	144
	Outcomes Assessment	147
	Leaders' Assessment of Acquiring the Qualities	148
	State-level Leadership Initiatives	168
	Conclusion	169
9	Hunting Heads and Final Reflections	171
	The Headhunter Vortex	172
	Reflections and a Modest Agenda	175
	Bibliography	179
	Index	189