

MAC midwest archives conference



Session 602

New Leadership Models at Four Big Ten Special Collections Libraries

MOVING ARCHIVES FORWARD

Midwest Archives Conference annual meeting

May 5-7, 2022

Madison, Wisconsin

Our Shared Future (UW-Madison)

The University of Wisconsin–Madison occupies ancestral Ho-Chunk land, a place their nation has called Teejop (day-JOPE) since time immemorial.

In an 1832 treaty, the Ho-Chunk were forced to cede this territory. Decades of ethnic cleansing followed when both the federal and state government repeatedly, but unsuccessfully, sought to forcibly remove the Ho-Chunk from Wisconsin. This history of colonization informs our shared future of collaboration and innovation.

Today, UW–Madison respects the inherent sovereignty of the Ho-Chunk Nation, along with the eleven other First Nations of Wisconsin.



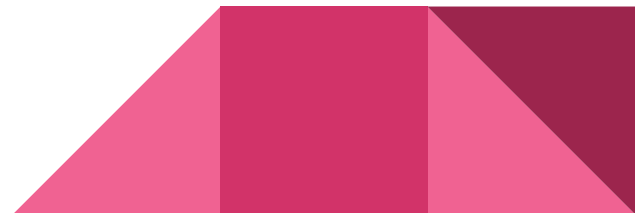
Who We Are

Leslie Van Veen McRoberts, Head of the Stephen O. Murray & Keelung Hong Special Collections, Michigan State University

Mary Ellen Ducey, University Archivist/Special Collections Librarian, University of Nebraska-Lincoln

Jennifer Meehan, Head of the Eberly Family Special Collections Library, Pennsylvania State University

David Pavelich (he/him), Director of Special Collections and Archives, University of Wisconsin-Madison



Shared Leadership in UW-Madison's Special Collections and Archives Division



Columbia
Stereo
KC 31061

ORNETTE COLEMAN
SCIENCE FICTION



Photo 1971, Sony Music Archives

Characteristics of Shared Leadership

Distributed and Interdependent

- Leadership practices distributed throughout the organization
- Focus on collective achievement, shared responsibility, and the importance of teamwork

Embedded in Social Interaction

- Leadership occurs in and through relationships and networks of influence
- Focus on egalitarian, collaborative, more mutual, less hierarchical behaviors

Joyce K. Fletcher and Katrin Käufer, "Shared Leadership: Paradox and Possibility"



Characteristics of Shared Leadership

Leadership as Learning

- Focus on mutual learning, shared understanding, and positive action

“The shift toward collective learning is particularly significant because it highlights the need to expand the individual level skills and characteristics that are related to learning (such as self-awareness) in order to include other more group-level focused relational practices and skills such as authenticity, openness, vulnerability, and the ability to anticipate the responses and learning needs of others.”

Joyce K. Fletcher and Katrin Käufer, “Shared Leadership: Paradox and Possibility”



Special Collections and Archives Division

Special Collections

Kohler Art Library

Mills Music Library

University Archives and Records

Management

Thanks to Anna Simon for this photo!




Special Collections and Archives Learning Experiences

Division Meetings on Systemic Racism and Anti-Racism

- Part I: Concepts of Systemic Racism and Anti-Racism in America
- Part II: Systemic Racism in Colleges and Universities
- Part III: Systemic Racism in Archives and Libraries
- Goal Setting

Division Meetings on Climate and Culture

- Collaborative setting of climate/culture focuses
 - Prioritization and focus on feedback, trust
- 

Gratitude to Volunteer Leaders (So Far)

Cat Phan Kaydian Campbell Troy Reeves

Tom Caw Kelly Tourdot Susan Barribeau

Mackenzie Ryan Soren Schoff Lisa Wettleson



Some Common Characteristics

Volunteer (and volun-told) staff from across the division

Shared decision making

Shared research and vetting of resources

Emphasis on dialogue and deeper understanding of concepts

Acknowledging our limitations, seeking experts when needed

Leading to action items at the department or individual level



Values



Respect

We treat each other with respect and dignity. We



Inclusion

We seek out a full range of perspectives and

Mission

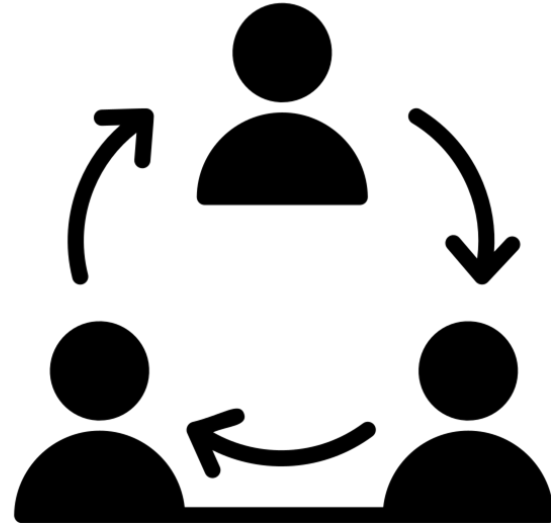
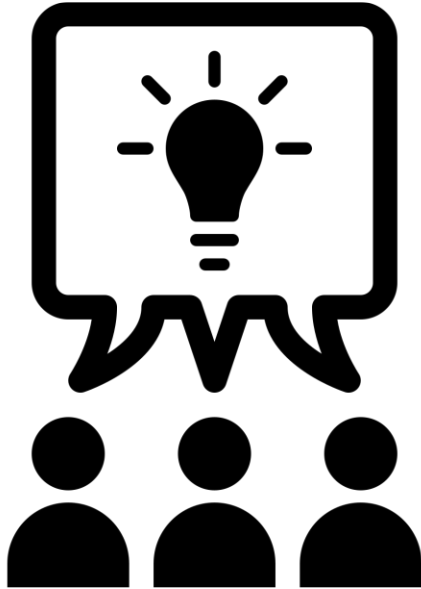
The UW-Madison Libraries **lead** in curating, preserving, and **sharing knowledge**; we provide environments that **inspire engagement, discovery, and learning**; and we deliver **exemplary information services** to advance the mission and strategic priorities of our world-class research university.

Facilitative + Collaborative Leadership @ Penn State Eberly Family Special Collections Library (SCL)

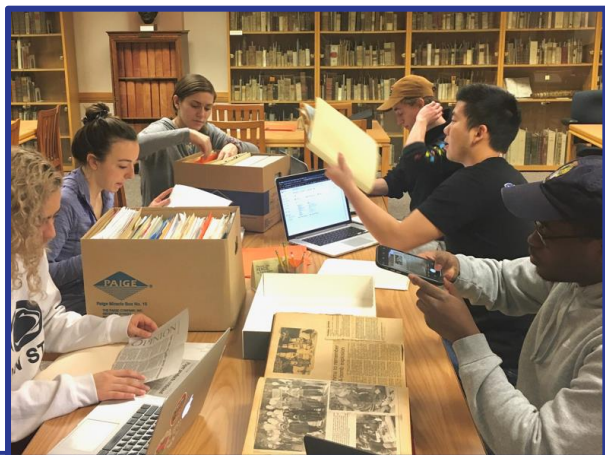


Facilitative + Collaborative Leadership

People centered * Service oriented * Growth focused



Seeing together * Thinking together * Acting together



Story #1

Shared vision, strategy, goals



**BUILD
STEWARD
ENGAGE**

SCL Assessment and Planning

Focus groups

- Activity #1: SWOT analysis

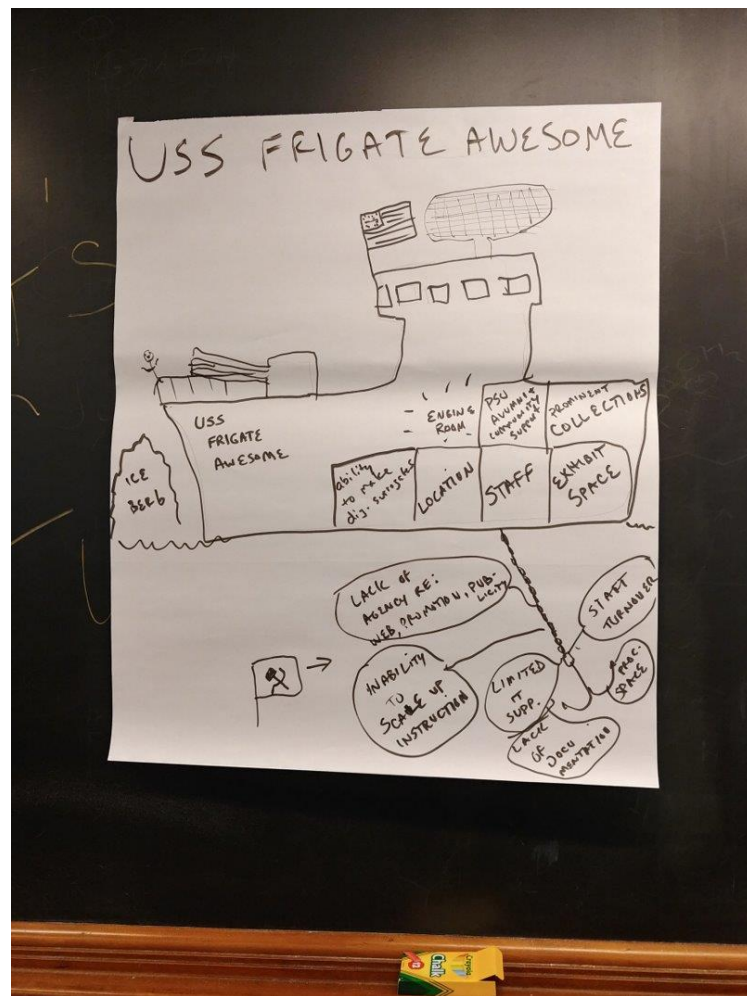
Departmental workshop

- Activity #2: Float your boat
- Activity #3: New, needed, feasible

Survey


Key Findings

- Personnel + culture
- Collections + data
- Outreach + promotion
- Services + support
- Spaces + facilities
- Systems + processes
- Collaboration + communication
- Strategy + planning



Shared Mission

The Eberly Family Special Collections inspires curiosity, discovery, and creativity by connecting people to the distinctive resources of Penn State, in support of the University's educational mission and its commitment to creating a more equitable and just future:

- We respectfully **build** collections and documentation to ensure a more representative historical and scholarly record.
 - We responsibly **steward** resources to facilitate enduring preservation and equitable access.
 - We actively **engage** our students and communities to raise awareness of, promote participation in, and create connection with special collections across Penn State.
- 

Shared Focus Areas → Goals and Priorities


BUILD → Advancing University Research

- Diversifying collections + documentation (Collection Development Plan, Oral histories, Reappraisal)

STEWARD → Discovery, Preservation, and Access

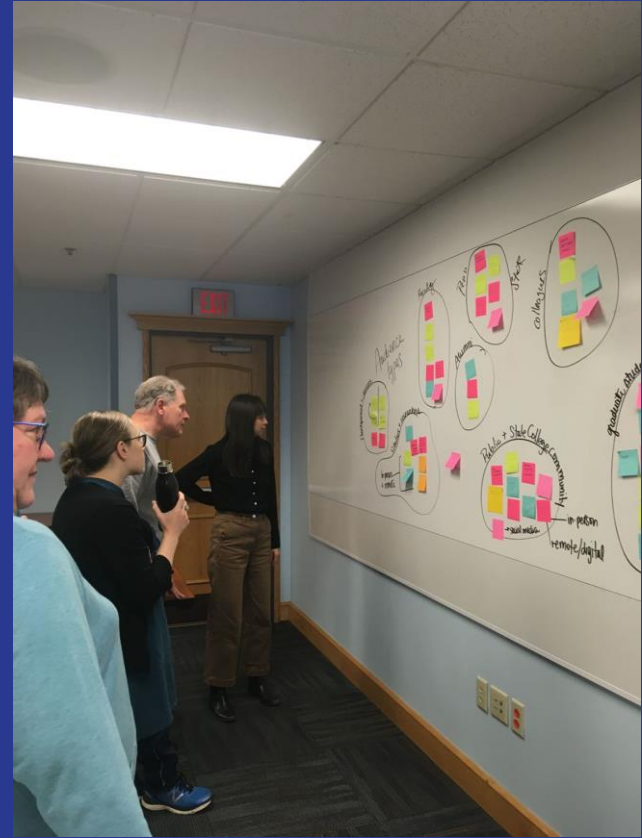
- Open, equitable, and sustainable access (Responsible stewardship, Inclusive description, Digital collections)

ENGAGE → Teaching and Learning

- Inclusive opportunities for diverse audiences (Virtual reference, Primary source literacy, Student-led research/curation, Physical and digital exhibitions)
- 

Story #2

Co-creation of new Collection Development Plan



Shared Principles + Priorities

Topical Areas

- Agriculture
- Art Education
- Business
- Environment
- Labor + Working Class
- Literature + Languages
- Military + the Home Front
- Politics + Social Movements
- Religion + Occult
- STEM
- Sports History
- University Archives
- Visual Culture + Arts

Communities/Perspectives

- African American Life + Culture
- Latin American Cultural History + US Latinx Experience
- LGBTQIA+ History + Experience
- Women's History + Experience

Responsible Stewardship

Diverse Representation

Ethical Collecting/Documentation



Facilitative + Collaborative Leadership Practices

Create space + structure

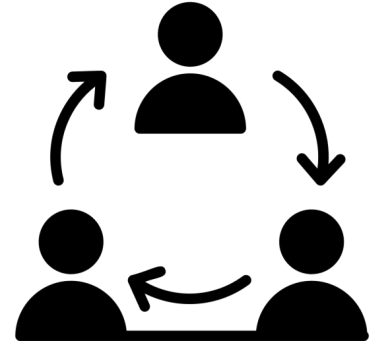
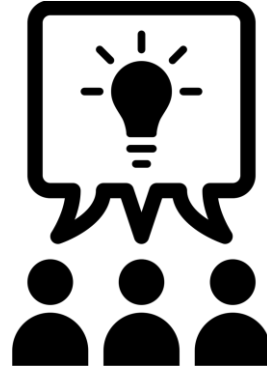
Mobilize people + resources

Empower others

Connect the dots

Align efforts

Move forward...together



Shared Stakeholder Values @ Murray & Hong Special Collections, Michigan State University Libraries



Life-cycle of a Special Collections.

MSU Libraries Division of Collections and
Preservation

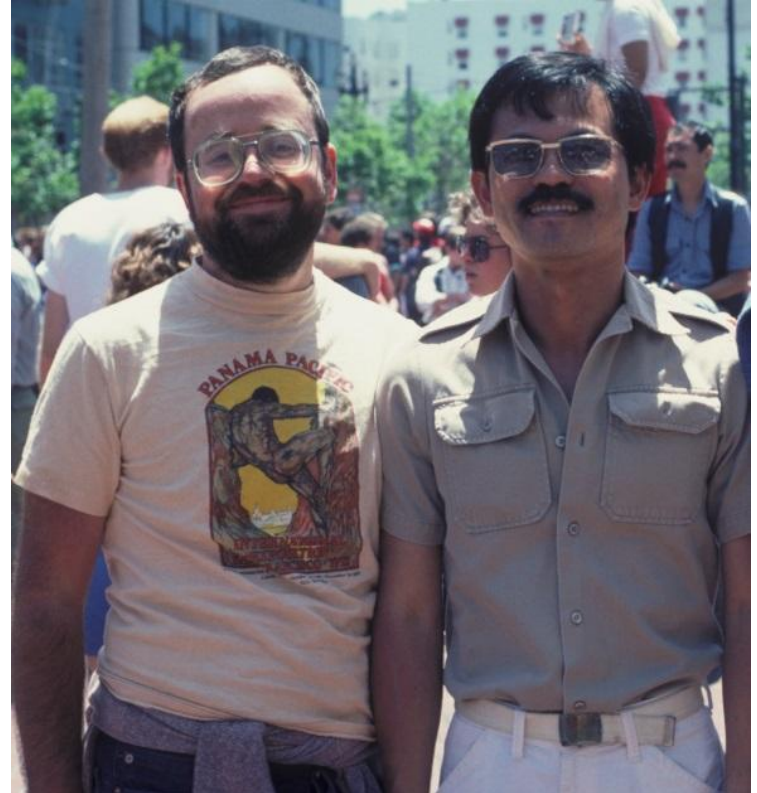
Stephen O. Murray & Keelung Hong
Special Collections.

University Archives & Historical
Collections.

Conservation and Preservation.

Collections Strategist.

Electronic Resources.



Stephen O. Murray & Keelung Hong, 1983.
Image courtesy of Keelung Hong.

Collections of distinction.



Core values drive collaborative collecting.

Six Core Values inform the vision of the strategic plan.

Staff Empowerment.

Stewardship.

User Engagement.

Inclusivity.

Expertise.

Partnership.

RESULT:


SPC institutional priorities: how do we build and support collections for the future?


<https://lib.msu.edu/strategic-plan/>



Stakeholders.

Shared stake in decision making processes.

CREATE. 
OPTIMIZE.

E  D.

UPPORT.



Shared values lead to unified opportunities.

Values statement:

We value the opportunities to share unique materials that allow the individual and collective voices of the past to be rewritten and rediscovered in the present. We want all audiences to have an opportunity to explore the participatory culture that shapes our collections.

Statement on Potentially Harmful Material in the Collections

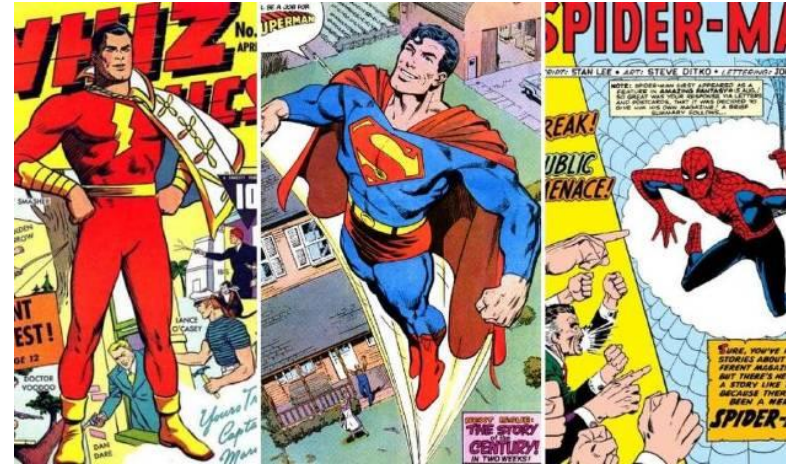
Due to their historic nature, some materials may represent ideologies, positions, norms, or values that are not consistent with those of Michigan State University or the MSU Libraries. Some of the materials in our collections contain imagery or language that is prejudiced, damaging, and exclusionary. These perspectives were wrong when these items were created and are wrong today.

The past informs the present, and we believe that collecting these items can provide critical historical context to the world we live in. Murray and Hong Special Collections works to bring these materials to light in order to minimize their harm. While we cannot change the past, we can learn from it, and move forward together.

Continue the cycle: Mentor. Encourage. Support.

TAKEAWAYS FOR ALL:

- Transformative leadership - mentorship.
- Create goal-oriented opportunities for all - encouragement.
- Stakeholder informed policies and guidelines - support thoughts and ideas.
- Future focused.



Leadership & Strategic Planning
Archives & Special Collections
University of Nebraska-Lincoln Libraries




University of Nebraska-Lincoln, Strategic Directions

- Diversity and Inclusive Excellence: Libraries Commitment to Anti-Racism
 - <https://libraries.unl.edu/diversity>
- University Libraries 2020-2022 Strategic Plan
 - <https://libraries.unl.edu/libraries-strategic-plan>
- Journey for Anti-Racism and Racial Equity, Office of the Chancellor
 - : <https://journey.unl.edu/action-plan>
- N2025 Strategic Plan
 - <https://n2025.unl.edu/>
 - “Where every person and every interaction matters”

University of Nebraska-Lincoln Strategic Directions

Tools for action and discussion on strategic planning

- Scrum
 - Agile Leadership
 - Ladder of Influence
 - Five-Finger Consensus
 - The Five Whys
 - Plus-Delta
 - RACI Matrix
- 

University of Nebraska-Lincoln Strategic Directions

Strategic Directions

- Student Learning Outcomes
- Collection Development
- Learning Infrastructure
- Access

Transparency - Trust - Reconciliation - Accountability - Progress



Questions and Contacts

Leslie Van Veen McRoberts, Michigan State University,
mcrobe13@msu.edu

Mary Ellen Ducey, University of Nebraska-Lincoln,
mducey2@unl.edu

Jennifer Meehan, Pennsylvania State University, *jim6012@psu.edu*

David Pavelich, University of Wisconsin-Madison,
david.pavelich@wisc.edu

