



Emerging Leaders Final Project Report

Class Year: 2012

Team Name: F

Hosting Unit: Chinese American Librarians Association (CALA)

Member Guide(s):

Min Chou, President of the Chinese American Librarian Association
Dajin Sun, CALA Publications Committee Co-Chair

Staff Liaison: Miguel Figueroa, ALA Office for Diversity Director

Team Members:

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Project Title: A Prelude to Celebration: Project 40/40 on CALA Leadership

Project Description: CALA (Chinese American Librarians Association) is planning to celebrate its 40th anniversary for its founding in 1973. This project will use interviews with CALA leaders (past, present, and Emerging Leaders) to generate 40 short quotes to bring their leadership experiences and values to life. It aims to gain insights into the dimensions and qualities of excellent leadership that contribute to the progressive achievements of the Association in particular and to the development of our profession in general. A set of questions will be developed regarding various aspects of success and leadership including, but not limited to, their leadership learning experiences and qualities that contributed to their professional success, their personal leadership values, role models, and so on. Photographic profiles of these leaders and their quotes will be produced in various formats (print, slideshow, video, etc.) and will be distributed at the CALA programs, meetings and activities, and banquet during the ALA Annual in Anaheim.

Project Detailed Results:

A poster, slideshow/video, and CALA Spotlight publication. Also, two main expected goals and outcomes: a. To gain insights into the dimensions and qualities of excellent leadership and how these leadership qualities have helped CALA achieve progressive success through its mission driven efforts on diversity and global reach. b. To promote diversity in leadership and to provide role models for new professionals in library profession.

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INTRODUCTION

The Chinese American Librarians Association (CALA) was founded in 1973 and plans to celebrate its 40th anniversary in 2013 are currently underway. ALA Emerging Leaders Team F's Project 40/40 on CALA Leadership is a prelude to this auspicious occasion. Team members Christopher Kyauk, Yuan Li, Candice A. Wing-Yee Mack and Laura Morlock used interviews with past, present and emerging CALA leaders to generate 40 short quotes to bring these CALA leaders' experiences and values to life.

Through these interviews, the project provides insight into the dimensions and qualities of excellent leadership that contribute to the progressive achievements of CALA in particular and to the development of the library profession in general. The project also promotes diversity in leadership and provides role models for new professionals in library profession.

A set of questions were developed regarding various aspects of success and leadership including, but not limited to, interviewees' leadership learning experiences, qualities that contributed to their professional success, their personal leadership values, role models, and so on. In addition to being included in this report, photographic profiles of these CALA leaders and their quotes have been converted into a poster, video, slide show and article. Bookmarks will be distributed at the CALA programs, meetings and activities, and banquet during the ALA Annual Conference in Anaheim, California.

History

In order to provide context to the ALA Emerging Leaders (Team F) project, as a prelude to CALA's 40th anniversary celebration, here is some background on the association itself. The Chinese American Librarians Association (CALA) started in 1973 as the Mid-West Chinese American Librarians Association, a regional organization in Illinois. A year later, the Chinese Librarians Association was formed in California in 1974. In 1976, the Mid-West Chinese American Librarians Association was expanded to a national organization as the Chinese American Librarians Association (CALA). By 1979, CALA had five chapters in Northeast, Mid-West, Atlantic, Southwest and California respectively. The Chinese American Librarians Association and Chinese Librarians Association were merged in 1983. The merged organization retains CALA's English name and the Chinese Librarians Association's Chinese name 華人圖書館員協會.

CALA now has seven chapters and members from throughout the United States, as well as members from Canada, China, Hong Kong, Singapore, Taiwan, and other countries and regions. CALA's seven chapters include the Greater Mid-Atlantic (GMA) Chapter (covering Delaware, Maryland, Pennsylvania, Virginia, West Virginia and Washington, D.C.), the Mid-West (MW) Chapter (covering Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin), the Northeast (NE) Chapter (covering Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, and Vermont), the Northern California (NCA) Chapter (covering California from the north of San Luis Obispo/Bakersfield), the Southern California (SCA) Chapter (covering California from San Luis Obispo/Bakersfield and south), the Southeast (SE) Chapter (covering Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, and Tennessee), and the Southwest (SW) Chapter (covering Arizona, Arkansas, Colorado, Louisiana, Nevada, New Mexico, Oklahoma, Texas, and Utah). There are two other additional designations - All Other U.S. States (OUS), covering Alaska, Hawaii, Idaho, Montana, Oregon, Washington (State), and Wyoming, and Non-US Areas (NUS), covering all overseas areas such as Guam, Canada, China, Hong Kong, Singapore, and Taiwan.

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CALA has been an active affiliate of the American Library Association (ALA) since 1976 and is a member of the Council of National Library and Information Associations (CNLIA). In 1988, CALA established sister relations with the Library Association of Central Governments Units and Scientific Research Networks of Beijing and with the Library Association of China in Taipei. CALA also exchanges publications with the East Asian Library Resources Group of Australia and many others.

CALA's mission is to enhance communication and discussion of the shared professional concerns among its members and with members of other library professional organizations; to promote Sino-American librarianship and library services; and to provide for its members collaborative opportunities with other library organizations of similar or allied interest.

Why CALA?

In addition to the importance of CALA as an organization, members of the ALA Emerging Leaders Team F found the project personally meaningful in many ways. According to team member Christopher Kyauk, "I chose to join this project because I wanted to make a concrete contribution to the legacy of CALA. CALA's 40th Anniversary celebration is a unique opportunity for it to celebrate over forty years of leadership and accumulated wisdom from its members. As a 2012 CALA Emerging Leader, I knew that this Emerging Leader project was an amazing opportunity for me to connect with and learn from the leaders of our profession."

"Professionally I knew that this project would allow me to grow my project management, communication, and networking skills. For our project to succeed we would need to set project deadlines, draft content, [and] interview dozens of people - all over three different time zones. We had to define concrete deliverables in order to complete the project in the short time between ALA Midwinter and ALA Annual. I knew that this project would be a project that I could point to with pride for the rest of my career. This CALA 40th Anniversary Celebration project is a personal and professional achievement to me," said Christopher.

Team member Yuan Li said, "I consider this project not only the opportunity to develop my leadership, project management, and communication skills practically, but also the opportunity to connect with the past and current CALA successful leaders and learn from them conceptually. Furthermore, to better understand CALA from their point of view."

"As a Chinese American Librarian, CALA becomes my professional home naturally and I joined CALA as a life member since the day I found it. I can find many peers in CALA that have the similar cultural background and working/life experiences. CALA leaders will be my best role models and their successful stories/words of wisdom will be my source of inspiration along my career path. Plus, contributing back to this group is always one of my career goals. In addition, as one of selected CALA sponsored emerging leaders, I have more reason and motivation to make my contribution to the CALA project," added Yuan.

"As a Chinese-American librarian, CALA has always held a special place in my heart. During my first year of library school, I received CALA's C.C. Seetoo Scholarship and attended my first CALA banquet at ALA Annual in New Orleans. Who could have predicted that a few years later, I would be invited to be the Chair of CALA's Local Arrangements/Banquet Committee when ALA Annual was held in Anaheim in 2008? CALA has helped to provide a great start to my library career and I felt that this project was just one small way to give back to an organization that has given me so much," said Candice Mack.

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From Team Member Laura Morlock, “as a multicultural individual who is bi-racially Chinese American, I felt drawn to the CALA project “A Prelude to Celebration: Project 40/40 on CALA Leadership.” This was an opportunity to explore and network with the leaders in the Chinese American Librarians Association, as well as in ALA, and to delve into my cultural heritage. It was also a chance to see what CALA is all about! It has been a delight to work with my team and mentors: Chris, Candice, Yuan, Min and Dajin. Thank you.”

PROJECT BACKGROUND

This Emerging Leader project was the creation of the 2012 President of the Chinese American Librarian Association, Min Chou. “A Prelude to Celebration: Project 40/40 on CALA leadership” was created as a way to celebrate CALA’s rich history while also connecting four emerging leaders to the dozens of veteran leaders who had been major contributors to the growth of CALA. Min served as the primary liaison for the CALA team. Dajin Sun, CALA Communications Chair, served as liaison for one of the project outcomes, an article for publication.

CALA Proposal

A major aspect of being an Emerging Leader is working on a project proposed by the ALA divisions. The text of CALA’s proposal is enclosed below:

Project Title: A Prelude to Celebration: Project 40/40 on CALA Leadership

Project Description: CALA (Chinese American Librarians Association) is planning to celebrate its 40th anniversary for its founding in 1973. This project will use interviews with CALA leaders (past, present, and Emerging Leaders) to generate 40 short quotes to bring their leadership experiences and values to life. It aims to gain insights into the dimensions and qualities of excellent leadership that contribute to the progressive achievements of the Association in particular and to the development of our profession in general. A set of questions will be developed regarding various aspects of success and leadership including, but not limited to, their leadership learning experiences and qualities that contributed to their professional success, their personal leadership values, role models, and so on. Photographic profiles of these leaders and their quotes will be produced in various formats (print, slideshow, video, etc.) and will be distributed at the CALA programs, meetings and activities, and banquet during the ALA Annual in Anaheim.

Expected Goals and Outcomes:

- a. To gain insights into the dimensions and qualities of excellent leadership and how these leadership qualities have helped CALA achieve progressive success through its mission driven efforts on diversity and global reach.
- b. To promote diversity in leadership and to provide role models for new professionals in library profession.

ARRANGING AND PLANNING FOR THE INTERVIEWS

Initial Invitation

The first step for Project 40/40 was for the team to get ALA, CALA, and EL leaders to agree to an interview. Initial interview contacts were made by Min Chou via a letter sent to each ALA leader. The initial contact letter contained the text found in Appendix A.

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Selecting Interviewees and Interview Letters

Once the Project received 40 agreements, the Emerging Leaders split the respondents evenly, each selecting ten leaders to interview. The team then drafted questions and a letter to be sent to each interviewee. Each interviewee received individualized questions depending on the area of their leadership. For example, leaders in CALA received different letters than leaders who were primarily involved in ALA. Once all the preliminary work in selecting leaders, questions, and creating the letters had been completed the group moved on to the next step: contacting the interviewees. See Appendix B for template for customized letter to individual interviewees. The letters were standardized for efficiency, but each Emerging Leader customized the questions for each leader individually.

INTERVIEW RESPONSE SUMMARY

We collected fully completed surveys from a total of 36 participants, which is 90.0% of the total number of 40 participating leaders we had identified and invited. See Appendix C for the final list of participants who completed the interviews. The participants were organized into four groups: CALA Presidents and leaders, ALA Presidents and leaders, contemporary practitioners, and CALA Emerging Leaders. The groups were evenly distributed among the 40 participants, including twelve CALA leaders, ten ALA leaders, ten contemporary practitioners, and eight CALA emerging leaders. A total of 18 final questions were developed for the interviews, including one general question for all participants, seven questions specific to CALA leaders, four questions for ALA leaders, five questions for contemporary practitioners, and four questions for CALA emerging leaders. There were a few overlapping questions. Each participant was interviewed using 2-4 questions from each category. Overall we received a total of 104 responses. For the full list of interview questions, refer to Appendix D; the final 40 quotes collected can be found in Appendix E (a selection is shared below).

One General Question

“What does the leadership mean to you?” is the overall branching question that we asked each participant. Every participant gave their unique perspective and interpretation on leadership according to their real life/work experience. Among many different responses, “vision,” “passion,” and “action” were mentioned most often to this question. Please see the following examples from the responses:

“Leadership is the ability to develop a shared vision with a person, group, and/or an organization and then lead the folks to achieve that vision.” (Camila Alire, Former ALA President)

“A leader is a person with a clearly defined vision. Who is committed and dedicated to a cause and has the courage to face challenge. He/she must have good people skills to promote mutual trusts and respect among co-workers. Together they work to achieve the highest standard of the common goal.” (Harriet Ying, Former CALA President)

Questions for CALA Leaders

The questions asked in the survey to the group of CALA leaders mostly focused on how CALA helps them to develop their leadership skills; to shape them as a leader; to influence their outlook for the library profession; as well as how their multicultural background plays the role in their professional career. Overall responses showed a positive influence from CALA on leadership development and the importance of having a multicultural background in the library profession, especially nowadays. Please see the following couple of quotes from the responses:

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“CALA provided unique professional and personal development opportunities for me. Working with colleagues on CALA committees and Board, and attending international conferences, helped broaden my appreciation and understanding of librarianship.” (Angela Yang, Former CALA President)

Has your experience as a multicultural person affected your professional career? “It had a positive and profound effect on my librarian career. My multi-faceted experience and understanding of cross cultural issues enriched the ways in which I approach the management of people and services.” (Irene Yeh, Former CALA President)

Questions for ALA Leaders

The ALA leaders group was interviewed with questions on: the most important characteristics/skills that a leader should possess; their leadership style; their pathway of becoming a leader; and the leaders they admire. Very inspiring stories and insightful perspectives were shared in the responses from this group. Please see the following examples:

“For me the most important characteristics/skills that a potential leader should work hard to develop are: To be wary of confusing what is expedient or personally rewarding with what is just, fair, and ethical; To take principled risks without trepidation on urgent issues impacting the growth and progress of libraries, the librarians who work in them, and the people of our nation who are enriched by their services; To form a consensus and change the library culture in ways that insure their vitality in a democratic society.” (Betty J. Turock, Former ALA President)

“I believe the three most important skills a leader must possess are: emotional intelligence, the ability to be aware of and manage one's own emotions and to understand and relate well to others; the ability to inspire and motivate others to achieve their potential and accomplish results; and the ability to foster innovation.” (Maureen Sullivan, Incoming ALA President for 2012-13)

Questions for Contemporary Practitioners

Contemporary practitioners shared their success stories on how they became a leader; how they dealt with/overcame the most challenging moment as a leader; and their recommendations on the most important leadership skills for librarians. A question related to having a multicultural background was also included for some interviews. Please see the following couple of quotes from the responses:

“Librarians require many skills to be successful. Yet, there are several important ones that they must possess: communication, code of ethics, organization skills, being able to take criticism and accept them and willingness to change for the better.” (Dora Ho, ALA Executive Board Member, Councilor at Large)

Has your experience as a multicultural person affected your professional career? In what ways? “It has given me a broader perspective to appreciate problems and solutions. In my work as director of library and archives, I am inspired by people's stories and collections of passion and aspirations. And I feel very privileged to be in the position to acquire, organize and preserve unique and amazing materials for scholars of now and future.” (Liana Zhou, Director of Library and Archives, The Kinsey Institute, Indiana University)

Questions for Emerging Leaders

As to emerging leaders, questions were asked about: the way for new librarians to gain leadership; the

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activities that help to improve leadership skills; and if they had a favorite leadership learning resource, such as a blog, website, etc. A lot of great suggestions for new professions in leadership development were shared including the following couple of quotes:

“I feel it is important to start from whatever position you are at, love your work and work faithfully with a genuine serving spirit to complete the projects you take on. And don’t forget to develop leadership characters and identify personal gifts while your leadership skills grow day by day.” (Jian Anna Xiong, Past Emerging Leader)

“I think librarian leaders need to be courageous to stand out in hard times, be creative and flexible when solving problems, and be communicative since they will spend a lot of time working with people rather than machines.” (Ying Zhong, Past Emerging Leader)

PROJECT OUTCOMES

Poster

As part of the ALA Emerging Leaders work, there is an opportunity to present at ALA’s Annual Conference. On Friday, June 22, 2012 Team F: Christopher Kyauk, Yuan Li, Candice A. Wing-Yee Mack and Laura Morlock, will unveil their poster in Anaheim, California. This poster will portray snippets of quotes collected during numerous interviews with four categories of participants: CALA Presidents and leaders, ALA Presidents and leaders, contemporary practitioners, and CALA Emerging Leaders. Connected to the quotes will be the participant’s names, titles and photos portraying the breadth and wealth of leadership within CALA. A summary of this project, the history of the Chinese American Librarians Association, and the outcomes of this work will also be included. At the poster session we will have the individual quotes on bookmarks as a way of sharing what we have learned about leadership with others.

Did the team “gain insights into the dimensions and qualities of excellent leadership and how these leadership qualities have helped CALA achieve progressive success through its mission driven efforts on diversity and global reach?” To answer that outcome the team will share responses to questions such as: “How has CALA helped you in your professional career and helped to shape your identity as a leader?” or “Has your experience as a multicultural person affected your professional career? In what ways?” The poster and team will present the results of this legacy of 40 years of CALA leadership and what it means to be a member of this organization dedicated to “promote diversity in leadership and to provide role models for new professionals in library profession.”

Slideshow/Video

Another outcome from this team project is a visual display of the collected quotations on leadership “A Prelude to Celebration: Project 40/40 on CALA leadership” at the actual banquet celebrating 40 years of CALA leadership. The quotations collected will be displayed as an ongoing background honoring a selection of CALA Presidents and leaders, ALA Presidents and leaders, contemporary practitioners, and CALA Emerging Leaders, along with photographic profiles of these leaders. As part of the outcomes, we will again share bookmarks with the individual quotes on them, celebrating CALA leadership with others at the banquet and connecting CALA members to one another. This includes the four of us emerging leaders to the dozens of veteran leaders who had been major contributors to the growth of CALA.

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CALA Spotlight Publication

Lastly, Dajin Sun, CALA Publications Committee Co-Chair, and a Spotlight publications team, will take the wisdom, stories, and anecdotes from the interviews completed by the ALA Emerging Leaders Team F and create an article which will be published as a theme issue of the CALA Spotlight by the CALA Publications Committee. This article will include more in-depth coverage of the quotes collected, particularly as there will not be the space or time limitations such as the slideshow or poster had. The publication will not be available as a final product for Team F's poster presentation at the ALA Annual Conference, but will hopefully be connected to the work via ALA Connect for future viewing. It is our belief that the publication team will take the opportunity to assess and evaluate their own interpretation of the meaning of leadership, and of CALA leadership, from the quotations collected from Team F's interviews. All 104 original responses collected from this project will be included in the Spotlight publication.

CONCLUSION

Overall, our survey was very successful based on the high response rate (90.0%) and the great depth of quality in the responses. The success of the survey enabled us to accomplish our project goals by producing a poster and presentation, a slideshow and poster display for the 40th Anniversary CALA Banquet, and a Spotlight CALA publication. As a team, Christopher Kyauk, Yuan Li, Candice A. Wing-Yee Mack and Laura Morlock did "gain insights into the dimensions and qualities of excellent leadership that contribute to the progressive achievements of the Association in particular and to the development of our profession in general" by interacting with and interviewing these CALA leaders and by the breadth of their knowledge and experience. We hope that by sharing these leadership quotes and other final project outcomes that our project will benefit other librarians, practitioners and emerging leaders in the field. We hope they too will "gain insights into the dimensions and qualities of excellent leadership and how these leadership qualities have helped CALA achieve progressive success through its mission driven efforts on diversity and global reach" as well as see how CALA "promotes diversity in leadership and provides role models for new professionals in library profession."

APPENDICES FOR TEAM F: 2012 ALA EMERGING LEADER FINAL PROJECT REPORT

APPENDIX A – INITIAL INTERVIEW LETTER ASKING FOR PARTICIPATION IN THIS PROJECT

APPENDIX B – INTERVIEW LETTER TEMPLATE

APPENDIX C – FINAL LIST OF INTERVIEW PARTICIPANTS

APPENDIX D – FULL LIST OF INTERVIEW QUESTIONS

APPENDIX E – FINAL 40 QUOTES SELECTED

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APPENDIX A – INITIAL INTERVIEW LETTER ASKING FOR PARTICIPATION IN THIS PROJECT

Dear _____ :

I am writing to invite you to participate in an exciting project to kick off the celebration of CALA's 40th anniversary.

CALA has been a sponsor for the ALA Emerging Leaders Program since its inception, providing financial support to two qualified members to participate in the program and submitting a project proposal each year. This year, CALA's proposal "A Prelude to Celebration: Project 40/40" (herein after referred to as Project 40/40) has been successfully selected by ALA as one to be worked on by this great team of the 2012 Class of Emerging Leaders: Christopher Kyauk, Yuan Li, Candice Mack, and Laura Morlock. You can see their photos on Flickr @ <http://www.flickr.com/photos/40939869@N07/sets/72157629040302655/>

The Project 40/40 team will conduct interviews with both seasoned and emerging library leaders in CALA membership to generate 40 short quotes to celebrate CALA's 40th anniversary. It aims to promote diversity in leadership and to provide role models to inspire new library professionals.

The Emerging Leaders team has developed a set of interview questions covering various aspects of leadership, including, but not limited to: qualities that contribute to their professional success, leadership values, role models, experiences of leadership growth, and so on. In March and April, the team will conduct interviews via email, phone, or other virtual communication tools that you would prefer to use. Each respondent will receive 2-3 short questions in average. The end product will be a PowerPoint or video presentation at the CALA Awards Banquet during the ALA Annual Conference in Anaheim, and will be also published as a theme issue of the CALA Spotlight by the CALA Publications Committee.

On behalf of the project team, I would like to invite you, a distinguished leader in the library community, to be interviewed for this exciting and meaningful project. We are so honored to have you in our membership and very much appreciate your support and guidance. It would be greatly appreciated if you could let me know whether you would accept this invitation by March 14, 2012. Thank you.

Please also feel free to contact me if you have any questions about this project and/or the interview process. I am looking forward to hearing from you soon!

Sincerely,

Min Chou
CALA President and Project 40/40 Mentor

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APPENDIX B – INTERVIEW LETTER TEMPLATE

Dear _____:

This is _____ and I am one of four ALA Emerging Leaders for CALA project 2012.

Thank you so much for agreeing to participate in CALA's Project 40/40 interview. Your participation will be the key to the success of the 2012 Emerging Leader CALA project "A Prelude to Celebration: Project 40/40." Your quotes will serve as a source of inspiration to the future leaders in library profession and will also promote diversity in leadership. The project outcome will be presented in various forms: a PowerPoint or video presentation at the CALA banquet during the ALA Annual Conference in Anaheim 2012, a poster presentation at the 2012 ALA Emerging Leaders Program, and a featured edition in the CALA Spotlight by the CALA Publications Committee. We are really excited about this milestone project and look forward to seeing the great outcome and its impact on CALA as well as our profession.

The Emerging Leaders team has developed a set of interview questions covering various aspects of leadership to exemplify and celebrate CALA's leadership development and accomplishments over the past forty years. We would really appreciate it if you can answer the following questions by _____. We will select 1-2 quotes for the project.

- 1.
- 2.
- 3.

Please also send us a photo of you. We will add it next to your quote(s) in the video; it is worth more than "a thousand words."

Please feel free to contact me if you have any questions about this project and/or the interview process. Thank you for so much for your time. We look forward to hearing from you!

Sincerely,

ALA 2012 Emerging Leader

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APPENDIX C–FINAL LIST OF INTERVIEW PARTICIPANTS			
	First Name	Last Name	Title
1	Camila	Alire*	Former ALA President
2	Clara	Chu*	Chair and Professor of MLIS at University of North Carolina
3	Bonnie	Fong	Former ALA Emerging Leader
4	Barbara	Ford	Former ALA President
5	Dora	Ho	Former CALA President; ALA Executive Board
6	Vincci	Kwong	Former ALA Emerging Leader
7	Esther	Lee*	Incoming CALA President
8	Hwa-Wei	Lee	Former CALA President; Former Head of LC Asian Division; Dean of Libraries Emeritus, Ohio University
9	Tze-Chung	Li	Former CALA President; Former Dean of GSLIS at Dominican University
10	Haipeng	Li	CALA Executive Director; Former CALA President
11	Mingyan	Li	Former ALA Emerging Leader
12	Mengxiong	Liu	Former CALA President
13	Shuhua	Liu	Former ALA Emerging Leader
14	Gina	Milsap	Chief Executive Officer of Topeka and Shawnee County Public Library
15	Molly	Raphael	ALA President
16	Jim Rettig	Rettig	Former ALA President
17	Barbara	Stripling*	ALA President Elect 2013-14
18	Maureen	Sullivan	ALA President Elect 2012-13
19	Winston	Tabb	Dean of University Libraries and Museums, Johns Hopkins University
20	Min	Tong	Former ALA Emerging Leader
21	Sally	Tseng	Former CALA President; Former CALA Executive Director; Former APALA President
22	Betty	Turock	Former ALA President
23	Shixing	Wen	Former CALA President; Former CALA Executive Director
24	Patty	Wong	Former APALA President
25	Diana	Wu	Former CALA President
26	Anna Jian	Xiong	Former ALA Emerging Leader
27	Angela Men-lin	Yang	Former CALA President
28	Irene	Yeh	Former CALA President
29	Harriet	Ying	Former CALA President
30	Linna	Yu	Former CALA President
31	Priscilla	Yu*	Professor Emerita of Library Administration
32	Sha Li	Zhang	Former CALA President; ALA IRC Chair; Former IRRT Chair
33	Ying	Zhong	Former ALA Emerging Leader
34	Liana	Zhou	Former CALA President
35	Ning	Zou	Former ALA Emerging Leader

*Two quotes were used from these interviewees

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APPENDIX D– FULL LIST OF INTERVIEW QUESTIONS

1-CALA Leaders - Words of Wisdom

What does leadership mean to you? (we can use this as the overall branching question that we ask each interviewee...)

How has CALA helped you in your professional career and helped to shape your identity as a leader?
[also 3]

Describe a memorable event/time you had because of or with CALA .

What do you think the future holds for CALA?

Has CALA changed your outlook on the library profession?

What leadership skills have you gained through your participation in CALA? [also 3]

Has your experience as a multicultural person affected your professional career? In what ways?

How long have you been a member of CALA?

2-ALA Leaders - Broader Perspective

What does leadership mean to you?

What are the most important characteristics/skills that a potential leader should possess, please list the top three?

What sort of a leader do you feel you are? Please provide a situational example illustrating your leadership style. Has it changed over the years?

Please share your thoughts about a leader whom you admire and why. **OR** Please share your thoughts about a CALA leader whom you admire and why.

What are the pathways that you took to become a leader?

3-Contemporary Practitioners

What does leadership mean to you?

What are the most challenging moments have you encountered as a leader and how did you overcome it?

Do you have a favorite leadership blog/text/website that you could share? Please state why you find it so inspirational.

What are the most important leadership skills for librarians? [also 1]

What leadership skills were the most challenging for you to gain and how did you gain them? [also 1]

Has your experience as a multicultural person affected your professional career? In what ways?

4-Emerging Leaders

What does leadership mean to you?

What would be the best way for a new librarian to gain leadership skills?

What are the top three activities that you would recommend to improve leadership skills? [also 2, 3]

Do you have a favorite leadership blog/text/website that you could share? Please state why you find it so inspirational.

Which leadership skills do you think are the most important for librarians to have?

(Extra; just added it for fun; can be used as an icebreaker...) If you were an animal what would you be?
How does this relate to your leadership style?

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APPENDIX E– FINAL 40 QUOTES SELECTED

1. "To lead a team, I have to first earn my team-mates' respect, and also give them respect. Although my mind could be knowledgeable, disciplined and creative; my planning and organization great; and my output proficient; if I did not work well with or respect my customers and staff, I would achieve very little." (Esther Lee)
2. What are the pathways you took to become a leader? "Spotting and creating opportunities, willingness to try and do new things, generous mentors, and good luck have given me many leadership opportunities in our profession." (Jim Rettig)
3. "Leadership means service with a vision and passion to me." (Min Tong)
4. Which leadership skills do you think are the most important for librarians to have? "Creativity, collaboration, marketing/branding, time management and organization skill." (Ning Zou)
5. What are the most challenging moments have you encountered as a leader and how did you overcome it? "When people challenge my authority. To overcome this challenge, I will find out what the challenge means. Often time, misunderstanding or miscommunication generates to this kind of challenge. Stay calm and find out the bottom line so a satisfactory solution can be worked on". (Diana Wu)
6. "A good leader must be able to see where you want to go and to articulate that vision to others. A good leader must be passionate about the vision, so much so that others catch the excitement and build their own passion and commitment. Finally, leadership means action. Unless the vision is brought to reality through the actions of the team, no leadership has occurred." (Barbara Stripling)
7. Has your experience as a multicultural person affected your professional career? In what ways? "It has given me a broader perspective to appreciate problems and solutions. In my work as director of library and archives, I am inspired by people's stories and collections of passion and aspirations. And I feel very privileged to be in the position to acquire, organize and preserve unique and amazing materials for scholars of now and future." (Liana Zhou)
8. "I think librarian leaders need to be courageous to stand out in hard time, be creative and flexible when solving problems, and be communicative since they will spend a lot of time working with people rather than machine." (Ying Zhong)
9. "To me, leadership means the ability in getting the work done through and with people. An effective leader sets good examples, inspires teamwork, takes risks, and makes changes." (Esther Lee)
10. "Integrity, Risk-taking, and communication are three most important characteristics/skills that a potential leader should possess." (Camila Alire)
11. "Leadership is the capacity to guide and influence others, but most importantly, giving yourself to service for others." (Mingyan Li)
12. "I feel it is important to start from whatever position you are at, love your work and work faithfully with a genuine serving spirit to complete the projects you take on. And don't forget to develop

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leadership characters and identify personal gifts while your leadership skills grow day by day." (Jian Anna Xiong)

13. "Leadership means taking risks, and creating opportunities, for others as well as for yourself." (Haipeng Li)

14. "CALA provided unique professional and personal development opportunities for me. Working with colleagues on CALA committees and Board, and attending international conferences, helped broaden my appreciation and understanding of librarianship." (Angela Yang)

15. "Leadership is the ability to develop a shared vision with a person, group, and/or an organization and then lead the folks to achieve that vision." (Camila Alire)

16. "My cultural diversity has profound effect on my management style. Confucius teachings are my guiding principles to deal with people and handle affairs." (Tze-Chung Li)

17. "Librarians require many skills to be successful. Yet, there are several important ones that they must possess: Communication, Code of ethics, organization skills, being able to take criticism and accept them and willingness to change for the better." (Dora Ho)

18. "I strongly believe that everyone can learn to be a leader." (Hwa-wei Lee)

19. "CALA has been my professional home for many decades. I was first introduced to CALA some forty years ago. Ever since, it has been my privilege to be a life member of this active and growing organization, serving not only the Chinese-American and Chinese communities but also the global library community." (Priscilla Yu)

20. "Probably the leader I most admire though, because he acted on his beliefs and inspired so many others to do the same, is Martin Luther King, Jr. He was a complicated man dealing with turbulent times, but he maintained a steady eye on the vision of equality and empowerment while he was negotiating tough political and social environments fraught with danger and violence. That was leadership at its finest and I am still inspired by him." (Barbara Stripling)

21. "...Leadership can be carried out by anyone whether their official title is that of leader or not, and a leader recognizes the leadership potential in others and supports individual as well as collective goals." (Clara Chu)

22. "The potential and future of the library are found by looking within and without, and leaders are needed who recognize its collective capacity, and leverages it by crossing boundaries and collaborating with like-institutions and by connecting with its community. It is through collaborative leadership and understanding our diverse and changing landscape that librarians and libraries will continue to thrive and be relevant to society and their communities." (Clara Chu)

23. "Leadership is working with others to educate, transform and empower to enhance positive change and development in the people and communities around us." (Barbara Ford)

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24. "To me, leadership is the ability to lead a group of people in order to achieve a common goal. For example, in a committee setting, the leader (e.g. chair) will work with committee members to accomplish the task(s) assigned to the committee." (Vincci Kwong)

25. "I believe the three most important skills a leader must possess are: emotional intelligence, the ability to be aware of and manage one's own emotions and to understand and relate well to others; the ability to inspire and motivate others to achieve their potential and accomplish results; and the ability to foster innovation." (Maureen Sullivan)

26. "CALA is an association that empowers [its] members...to grow professionally [and] has broadened my horizon in the profession. CALA also provides me opportunities to achieve excellence and to work for my career and life goals in helping others even after I retired from the work place." (Sally Tseng)

27. "For me the most important characteristics/skills that a potential leader should work hard to develop are: To be wary of confusing what is expedient or personally rewarding with what is just, fair, and ethical; To take principled risks without trepidation on urgent issues impacting the growth and progress of libraries, the librarians who work in them, and the people of our nation who are enriched by their services; To form a consensus and change the library culture in ways that insure their vitality in a democratic society." (Betty J. Turock)

28. What are the most important leadership skills for librarians? Please list top three.

"Leave your ego at the door. You have as much to learn as you have to offer. Everyone brings good ideas and has a valuable role. Surround yourself with people who know more than yourself and you will find valuable allies who are most effective.

Engaging in a team building process brings support and acumen to the whole community. We are more effective working together with partners and our process is a model for others. We stand on the shoulders of others who have come before us and it is our role to bring along as many as we can.

A librarian can be a commensurate community and bridge builder. We have the knowledge, information, and relationship building experience to link individuals and agencies and situations together to create a better experience. We are key ambassadors for our immediate workplace and our community as a whole. Our responsibilities as that positive representative are limited only by one's imagination." (Patty Wong)

29. "CALA [has] provided a valuable network for librarians to exchange information, discuss issues, and learn new ideas and knowledge. Joining CALA, I met many librarians who became my best friends. We shared our experiences, discussed our common concerns, and learned from each other. CALA also provided opportunities for me to learn to be a leader, to preside over meetings and conferences, and to work well with colleagues in committees. The experiences I learned from CALA helped me to become a strong and knowledgeable leader in the library field as well as a capable leader in the community." (Linna Yu)

30. "Leadership must have energy, intelligence, and imagination. Leaders should possess multiple features of intelligence-- conceptual, emotional, and social--in order to respond effectively in the context of change. A lively imagination produces creativity. Leaders should not be bound by tradition, but be willing to bring a fresh outlook for the future. Furthermore, leaders should have a passion about what they do and inspire others to share in that passion. Leadership requires creativity, resourcefulness

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and courage to take the initiative. Leadership embodies honesty, humility, and openness to change.” (Priscilla Yu)

31. “Leadership means that you not only have a firm belief in what is good for the profession but also courage to persist in a challenging situation. Another key element of leadership is integrity and altruism, without which you can't lead for long.” (Shixing Wen)

32. “To be able to walk out of one’s own comfort zones, keep a big picture in mind, identify critical issues, and take actions on them (walk the walk).” (Sha Li Zhang)

33. “A leader is a person with a clearly defined vision. Who is committed and dedicated to a cause and has the courage to face challenge. He/she must have good people skills to promote mutual trusts and respect among co-workers. Together they work to achieve the highest standard of the common goal.” (Harriet Ying)

34. What are the most important characteristics/skills that a potential leader should possess? “1. The ability to listen to and learn from a variety of sources and connect it to what you want to achieve; 2. The willingness to share power and authority with the intention of being the best; 3. A commitment to passion for the organization’s mission and vision, a sense of humor, ethical and transparent behavior, and attention to the details that gets things done.” (Gina Milsap)

35. “Inspiration and initiative are the keywords of my understanding of leadership. As a leader, it is important to initiate new ideas and seek new solutions. It is also essential, as a leader, to inspire others to be motivated to keep working on the common goal.” (Mengxiong Liu)

36. What are the top three activities that you would recommend to improve leadership skills? “a) Identify a leader you admire, then observe him/her, taking note of what makes him/her a great leader (e.g., how does this person interact with others?). If possible, try to work with him/her on a project. b) Learn more about leadership. Read books, articles, or even blogs about it. Take a course or attend a workshop on leadership. c) Although it may be a bit scary, the best way to improve your leadership skills is to practice them by serving as a leader! Join a committee, whether at work or in your local community. Volunteer to take charge of a small event, then work your way up to more significant affairs, as your comfort level allows.” (Bonnie Fong)

37. “As a leader, it is imperative to keep informed of the latest development in library practice and effective technology tools. Staying informed and up-to-date is especially significant in this era of explosive information expansion. Participating in interest groups and a variety of online discussion forums is also an extremely effective way for a new librarian to update knowledge and gain leadership skills.” (Shuhua Liu)

38. Has your experience as a multicultural person affected your professional career? “It had a positive and profound effect on my librarian career. My multi-faceted experience and understanding of cross cultural issues enriched the ways in which I approach the management of people and services.” (Irene Yeh)

39. “I believe the most important characteristics leaders have are: highly developed emotional intelligence, intense energy, and a sense of humor.” (Winston Tabb)

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40. Please share your thoughts about a leader whom you admire and why? “Sully Sullenberger, the pilot who made an emergency landing on the Hudson River in 2009. His interview about leadership described how he had built up his leadership skills over many years, adding "small deposits" in the bank of training and experience over a period of decades. Then, when he found himself piloting a plane that seemed destined to crash, with possibly a great loss of life, he made "a large withdrawal" from that experience bank. He called on all his skills—maintaining calm at a time of enormous stress, calling upon all his technical training and extensive experience, staying focused like a laser on his goal of landing the plane safely, and so much. His leadership held us all spellbound as we watched with great admiration at his accomplishment of landing the plane with no power on the Hudson River - a near impossible feat. ”
(Molly Raphael)