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L-50: Special Collections Leadership Seminar  
4–9 June 2016

**Narrative Course Evaluations**

1) *Were the pre-course reading assignments useful? Did you do any additional preparation for your course? Are there any books or articles that you would like to see included in future years? Any that you might suggest removing?*

1. Yes, could have done without Kotter book, but the *Leadership and Self-Deception* book was very useful.
2. Yes, they helped set the tone for the course and will be useful to my career moving forward. They were thought-provoking, and NN gave us plenty of time to discuss our thoughts and reactions in class. Also, they were quick, easy (yet impactful) reads, which was much appreciated.
3. I didn't get as much of the reading done as I would have liked, but it was all good and relevant and I will revisit it in the future.
4. I found the *Leadership and Self-Deception* book especially useful. The other readings, not so much.
5. I thought the reading was really good. I like that it was not too overwhelming. A good range of articles, reports, and books. I did seek out additional articles (by doing a Google scholar search to find articles that cited some of the readings).
6. The two business books we read were of limited utility, I thought, but I really liked several of the articles and reports.
7. The readings were useful and informative. It was a little unclear what was required reading and what was recommended as supplementary readings. It was useful to read works outside the library field. Perhaps it might be good to include a few *Harvard Business Review* articles, as several were mentioned throughout the week.
8. Yes.
9. The pre-course readings were very useful for the course and smartly selected. The instructor also passed around two books from the *Harvard Business Review* that were helpful and may be included in the list as well.
10. Yes. No. No. No.

2) *What are your thoughts on the course workbook and/or other teaching materials distributed during class? Was the content appropriate and useful? Will it continue to be useful for you after the course?*

1. Leadership competencies matrix was very useful. Leadership layers will also be useful after course.
2. Yes, a lot of the materials distributed expanded on the reading list, and especially the leadership matrix will continue to be useful moving forward.
3. Yes.
4. Hard to say at this point.
5. I appreciated the daily supplementary materials (articles, reports, book titles), and I will certainly be reading through them after this week, as well as recommending.

- Potentially might bring some into discussion groups at work.
6. There were good handouts in class and on the flash drive passed around every morning. I especially liked the leadership matrix and the layers of leadership report.
  7. Very helpful to have these distributed electronically. I look forward to reading them in the coming days.
  8. Very good. The entire selection of readings seemed very thoughtful. The competencies matrix has proven a useful tool for considering where knowledge, experiences, and needs discussed fit in.
  9. The matrix was very useful in provoking critical thinking about where you are, where you want to be, and how to thoughtfully and intentionally plan out how to move ahead in your professional goals.
  10. Course materials will be useful to refer to and share with colleagues.

3) *If you've taken previous RBS courses, how did this one compare?*

1. N/A
2. They're all amazing and excellent! Though I do miss the books...
3. I thought it was as good as the others.
4. This one was better.
5. Completely different. The previous course was about content and material history.
6. I've only previously taken courses at CalRBS. Two were "materials" courses where we looked at books, so quite different, but I did take a teaching course that was more similar to this.
7. This course was excellent. I think it is the best professional development experience I have had thus far.
8. Both were excellent in very different ways. It is good to know that RBS can excel at teaching leadership of the staff as well as stewardship of our treasures.
9. This was less about the collections and more about managing staff and facilities to properly steward collections and an organization.
10. This course was about people rather than books, with long discussions and some role-playing.

4) *Which aspects of the course were most interesting and relevant for you as an individual? Did you walk away with any new insights, ideas, or project plans?*

1. Good reading list, meeting with development officers, crisis workshop, AUL session, meeting/dinner with Elliott and Martin Antonetti were especially useful.
2. So many, so much. I need time to process, but I feel like I have more understanding about administrative positions, and a bit more confidence in myself and my own abilities. I see we have to lead whether from the top or below and should always try to affect our own change if we're unhappy or frustrated or have an idea of our own.
3. I appreciated hearing about the practical experiences of managers, administrators, leaders, and fund raisers. I feel I have a broader perspective on leadership and where I need to focus developing.
4. {private response}
5. I found all aspects interesting and pertinent. I particularly appreciated the leadership matrix based on the RBMS competencies for special collections

professionals, and can see using this model to help with professional development of staff. This matrix has identified areas and ways in which I can further my development as a leader.

6. I really liked the way we talked about intentionality in your development, about being aware of how your actions presented to those you manage/lead.
  7. It was tremendously helpful to be among a community of peers and to have so many generous visiting speakers to learn from, ask questions of, and bounce ideas off. I learned so much this week.
  8. Thinking through approaches to various scenarios, and identifying where continuous/more work is needed.
  9. This course provided all of the above. It was very discussion-based, so we shared ideas, projects, and experiences. This helped me to plan out how I can better develop myself and initiatives within my institution.
  10. How to frame a story in terms of institutional priorities; how to work with donors. Yes, I walked away with many ideas and plans.
- 5) *Did the instructors help you to acquire all the skills and information promised in the course description? Was anything left out or undeveloped? Did you learn what you had hoped to learn?*
1. Extremely beneficial to leave with an action plan as developed via the matrix. Diversity speaker was very surface—we needed discussion time afterwards.
  2. I did. I wasn't sure what to expect going in, so I didn't have a lot of expectations. Plus, it's a first-time course. But I'd heard great things about NN and they proved true. More about mentorship would be great, and more about communicating with the very top.
  3. Yes.
  4. I believe so, but it's been a long time since I read the description.
  5. I felt the course covered what was promised in the description.
  6. NN did a great job of planning just enough to have a framework, but also of giving us room to go in whatever direction we needed.
  7. I learned more than I hoped to learn.
  8. NN proved to be wonderfully open and receptive—wonderful opportunity to take a course from someone you'd love to work for.
  9. Yes, she did. She asked provoking questions that forced us to really study ourselves, our motives, and our roles. That was what I'd hoped for.
  10. Yes. No. Yes.
- 6) *How do you plan to use the skills and knowledge acquired during your time here?*
1. More concerted effort to initiate assessment efforts; use the new network we've built as sounding board; strengthen professional relationships at work; look for opportunities to address gaps identified in matrix.
  2. First, I plan to reflect and process and continue working on the matrix. I'll also talk to my direct supervisor to share some of what I learned and discuss what I feel most motivated about and eager to experiment with. Small steps, but I plan to think and act and communicate with more intentionality and understanding. And to not be afraid to communicate ideas and to keep pushing for what I think is right or best for my department and the wider library.

3. To be a better leader/listener. To think about the ways I can positively impact the organization/profession.
4. {private response}
5. See Q4. Also learned about things other institutions do that might be useful at my work.
6. I'm going to give serious thought to how I improve my skill set to fill in gaps, but also how I help those I supervise to do so.
7. I plan to apply what I learned to my daily work life and to my development of an enriching career path.
8. I want to rethink ways projects are implemented, and communication issues. I also plan to use the competency matrix to try to fill in experiences.
9. I plan on using the matrix to develop areas that I need to strengthen, use the points for managing staff to be a better boss, and shadow other departments to gain a deeper understanding of my institution and the role of my department.
10. In my current job, communicating with administrators, and in thinking about next steps, career-wise.

7) *Please briefly describe the intellectual level of the course. What sort of person might benefit the most from taking it?*

1. Most appropriate for those who are in mid-management positions who aspire to become directors, AULs, or senior leadership.
2. Someone with a managerial position, responsible for a department and multiple staff members. It is not an "entry-level" course though the content could be useful to anyone with an interest, even if not immediately applicable.
3. New to mid-level managers with leadership aspirations.
4. Beginner who may want to do a leadership position in the future.
5. I think this class was directed correctly at mid-career librarians interested in leadership roles.
6. I think people who are ready to make a move and who are ready to take more control of their careers would benefit.
7. This course is great for someone with some current leadership experience who is looking to grow professionally and is hoping to or considering advancing to a high-level leadership position.
8. I think it is perfect for mid-career or middle management librarians who look to move forward at some point. However, the ideas and strategies discussed could easily translate into improving current roles.
9. Perhaps an early or mid-career librarian, but it might also be useful to those in higher up positions to know how to effectively manage staff.
10. Geared to anyone who supervises people and works with upper level management or who wants to move into administration.

8) *If applicable, what were the most original, powerful, or otherwise noteworthy educational moments in the course? Were there any "aha!" moments you'd like to share?*

1. {no response}
2. Dealing with crises discussion and how to tell a {illegible} story. Also, Elliott Shore was great; very helpful.

3. That everyone struggles, even leaders.
4. {no response}
5. Mainly the matrix I referenced in Q4, as it allowed me to think through and write out areas of leadership where I do have experience, and areas I still need to work on—invaluable to have it written out in a concise way vs. just in my head.
6. I learned a lot just from watching NN, Martin Antonetti and Elliott Shore talk to people!
7. Dinner with Elliott Shore was very good. Practicing telling a story and getting feedback was helpful.
8. Lots. What is the plural of “aha”?
9. The crisis training was powerful, but it was all very illuminating.
10. The importance of using metrics and stories that demonstrate impact in relation to institutional priorities.

9) *How could the course have been improved?*

1. Either more discussion of readings or cut down the reading list.
2. It's the type of content and course that could benefit from continued discussion after the week is over.
3. For the “crisis” part, I would have preferred a different example from the one where the woman died. I felt it was too close to a recent emotional situation.
4. A field trip to see a director in action.
5. I think the implicit bias (diversity and inclusion) portion could have been stronger. I felt that session to be pretty surface and would have liked to dig into how to create solutions to some common problems around diversity and inclusion. Also more practice with the story telling, but this laid a good foundation.
6. More interaction, maybe more case study type activities (like the free kittens one).
7. Perhaps having some one-on-one mentorship or conversations with the instructor or guest speakers. It would be so useful to have an annual meet-up with the class to continue to provide support to each other.
8. Seems very heavily focused on university environments. This can be translated, but it might be interesting (especially with the new emphasis on collaborations) to explore how models vary.
9. As NN stated, a longer program to go even more in depth, and with more topics would be great and super helpful!
10. For grants, bring in officers from IMLS or NEH rather than local ones? Feedback on cover letters?

10) *Do you feel that you got your money's worth? Would you recommend the course to others?*

1. Yes, spending the week with NN was an incredible learning experience and meeting our guest speakers and colleagues was also educational.
2. Yes, of course.
3. Yes, it helped me be a more well-rounded leader.
4. If I had personally paid, no. But I also would never spend this much money out of pocket for something like this.
5. Yes! I would certainly recommend this course to other mid-career librarians.
6. Yes, and yes.

7. Yes, absolutely.
8. Yes.
9. Yes, and yes.
10. Yes. Yes.

11) *If your course made any trips outside of the classroom, do you feel that they were time well spent?*

1. Dinner was time very well spent.
2. N/A
3. Dinner with Elliott Shore was great.
4. N/A
5. N/A
6. No, and we should! Well, there was one dinner...that was great!
7. Dinner with Elliott Shore was very useful, as was the discussion with Martin Antonetti.
8. Really appreciated the special speakers who came to discuss their insights.
9. We did not have trips.
10. {no response}

12) *If you attended any of our optional evening events, do you feel that they were a good use of your time? Were there any that were particularly important to your RBS experience? Any that you could have done without?*

1. I would skip the welcome reception next time—it's already such a long week and it's hard to get here on Saturday!
2. Lectures are always interesting. They're optional, so none I could have done without. And I so appreciate Booksellers' Night and how kind and generous with refreshments some of the stores are.
3. I skipped Movie Night.
4. Did not attend because I was too exhausted after the end of class.
5. I liked the two events that NN organized for the class—it allowed us to talk to two of the guests of the class in a more personal setting.
6. No, two nights I was too tired, and two nights we had class events.
7. The RBS Lecture was very interesting.
8. {no response}
9. The evening wine & cheese with Martin Antonetti was particularly poignant and useful.
10. All good. Really great to have time with Elliott Shore and Martin Antonetti.

13) *Do you have any additional thoughts or advice for anyone considering taking this course in a future year?*

1. Don't stay in the campus housing! Do the reading.
2. Do it! Especially if you are on the cusp of being a leader.
3. I will encourage my staff to take it. I appreciated that NN took the time to include all the topics we asked for, and that she brought in speakers with practical experience to share.
4. No.

5. {no response}
6. I think this course is a good first step towards a more developed program.
7. Be prepared to bring thoughts, ideas, and questions to every discussion. You get more out of the experience when you contribute.
8. Take it!
9. It is worth it if you are a library professional.
10. NN is an extraordinary listener and leader.

14) *If you had to sum up your RBS experience with a single sentence, phrase, or haiku, what would you say?*

1. {no response}
2. Books or no books, you'll learn so much that is new. Eat and drink well, too.
3. Thank you!
4. Exhausting!
5. It was very affirming, motivating, and encouraging.
6. Be more persistent when asking for more money, today and always.
7. Enriching experience that I will value and remember and benefit from long into the future.
8. Awesome.
9. Thank you for everything!
10. I want to form a library staff with my classmates!

### **Student Data**

*Number of respondents:* 10 (of 10)

*How did you arrange for time off to attend this course?*

My institution/employer gave me professional leave time: 9 (90%)

No response: 1 (10%)

*Who paid your RBS tuition costs?*

My institution/employer paid 100%: 6 (60%)

My institution/employer paid part; I paid the rest: 2 (20%)

I exchanged goods or services in lieu of tuition: 1 (10%)

No response: 1 (10%)

*Who paid your RBS housing expenses?*

I paid 100% myself: 3 (30%)

My institution/employer paid 100%: 6 (60%)

*Who paid your RBS travel expenses?*

I paid 100% myself: 3 (30%)

My institution/employer paid 100%: 5 (50%)

My institution/employer paid part; I paid the rest: 1 (10%)  
No response: 1 (10%)

*Which of the following **best** describes your current occupation?*

**Library disciplines:**

Archivist: 2 (20%)  
Curator: 2 (20%)  
Library administrator: 1 (10%)  
Public services librarian: 2 (20%)  
Special collections librarian: 2 (20%)  
Subject specialist/bibliographer: 1 (10%)