

# **Thinking Outside the Borders**

**was a collaboration of the:**

## **Mortenson Center for International Library Programs**

**University of Illinois Library at Urbana-Champaign**

**142 Undergraduate Library, MC-522**

**1402 W. Gregory Drive, Urbana, Illinois 61801 USA**

**[www.library.illinois.edu/mortenson](http://www.library.illinois.edu/mortenson)**

**and**

## **Illinois State Library**

**Gwendolyn Brooks Building**

**300 South Second Street**

**Springfield, Illinois 62701 USA**

**<http://www.cyberdriveillinois.com/departments/library/>**



**Cover graphic created by Josh Schroeder**

**Title:**

Thinking outside the borders : library leadership in a world community :  
a manual for professional development.

**Published:**

Urbana-Champaign, Ill. :  
Mortenson Center for International Library Programs at the University of Illinois, 2008

This project made possible by a grant from the Institute of Museum and Library Services.

**Available online at:**

<http://www.library.uiuc.edu/mortenson/book/>



# Table of Contents

***Open Arms, Open Borders..... 1***

*Anne Craig*

***Welcome Message ..... 3***

*Paula Kaufman*

***Building and Growing a Successful Partnership..... 5***

*Bonnie Matheis*

*Joe Natale*

***A Global Leadership Context for Librarians..... 8***

*Barbara J. Ford*

*Susan Schnuer*

***How to Facilitate an International Institute.....12***

*Barbara J. Ford*

*Susan Schnuer*

***Evaluating Training ..... 17***

*Debra Wilcox Johnson*

***Learning About Self:  
Campbell Leadership Descriptor.....24***

*Mary Ann Mavrinac*

***Leadership Qualities for Future Library Leaders:  
Carol's 10 Steps to Being a Great Library Leader.....45***

*Carol A. Brey-Casiano*

<b><i>What Does it Mean to Lead in the International Library World? .....</i></b>	<b><i>50</i></b>
<i>Ujala Satgoor</i>	
<b><i>Intentional Leadership and Interpersonal Effectiveness.....</i></b>	<b><i>55</i></b>
<i>Kathryn J. Deiss</i>	
<b><i>“What Was Left To Do? Cry? No. Create. Create Libraries:” Transforming Communities through Leadership and Library Service.....</i></b>	<b><i>67</i></b>
<i>Clara Budnik S.</i>	
<i>Adapted by Sandra Ríos Balderrama</i>	
<b><i>Library Advocacy in a World Community.....</i></b>	<b><i>74</i></b>
<i>Carol A. Brey-Casiano</i>	
<b><i>Konesans se Libète - Knowledge is Freedom Burdens and Paradoxes of Literacy in Haiti.....</i></b>	<b><i>83</i></b>
<i>Elizabeth Pierre-Louis</i>	
<b><i>Disasters Know No Borders: The Crucial Nature of Disaster Planning .....</i></b>	<b><i>90</i></b>
<i>Julie A. Page</i>	
<i>Thomas F. R. Claeson</i>	
<i>Thomas H. Teper</i>	
<b><i>A Space, a Place and a Time: Locating One’s Self in a Multicultural World .....</i></b>	<b><i>110</i></b>
<i>Ujala Satgoor</i>	
<i>Sandra Ríos Balderrama</i>	
<b><i>Pamoja: A Learning Activity for the Information Age.....</i></b>	<b><i>127</i></b>
<i>Susan Schnuer</i>	
<b><i>Welcome to the Multicultural Café: Shifting the Context and Creating Inclusion.....</i></b>	<b><i>137</i></b>
<i>Sandra Ríos Balderrama</i>	

<b><i>Planning for Successful Digital Imaging Projects.....</i></b>	<b><i>151</i></b>
<i>Alyce Scott</i>	
<b><i>Library 2.0: Creating a Borderless Library.....</i></b>	<b><i>157</i></b>
<i>Michael Sauers</i>	
<b><i>“The Institute Was Great, But Now What?:” Partnership Projects.....</i></b>	<b><i>161</i></b>
<i>Dawn J. Cassady</i>	
<b><i>Keep Thinking Outside the Borders!.....</i></b>	<b><i>169</i></b>
<i>Jean Wilkins</i>	
<b><i>Contributing Authors .....</i></b>	<b><i>170</i></b>



***“Librarians everywhere are working together to develop strategies and initiatives to deal with the ever-changing global needs of our patrons. Thinking Outside the Borders focuses on a host of issues ranging from preservation of materials and expanding technology to resource sharing and advocacy.”***

## ***Open Arms, Open Borders***

*Anne Craig  
Director, Illinois State Library*

In the rotunda of the State House in Springfield is the statue of a woman with open arms, representing “Illinois Welcoming the World.” The statue, sculpted in plaster by Julia M. Bracken, was first displayed in the Illinois Building at the World Columbian Exposition in 1893. Two years later, the statute was replicated in bronze and dedicated in the capitol.

One of the highlights of the legendary event held in Chicago at the cusp of the 20th Century was the exhibition’s emphasis on the emerging technology of electricity as a driving force for progress. As the 21st Century fast-forwards into the future, ever-developing technological tools that facilitate information exchange and resource sharing are shaping a more compact planet.

On behalf of the Illinois State Library, I had the unique opportunity to welcome librarians from around the world to the first Thinking Outside the Borders leadership institute in international librarianship in September 2005. This was the first conference of its type where librarians from the world and from the United States met together to discuss common issues and challenges facing them. The conference was held with great expectations that it would sow the seeds for mutual and multicultural cooperation that we will all reap for years to come.

Librarians everywhere are working together to develop strategies and initiatives to deal with the ever-changing global needs of our patrons. Thinking Outside the Borders focuses on a host of issues ranging from preservation of materials and expanding technology to resource sharing and advocacy. The institutes have been a successful means of allowing participants to understand common issues; to develop a deeper understanding of how libraries operate in other countries; and to utilize cross-cultural communication networks and strategies.

Illinois Secretary of State and State Librarian Jesse White and the Illinois State Library are pleased to be part of

this important publication. We are also enormously proud of the strong partnership we have forged with the Walter C. and Gerda B. Mortenson Center for International Library Programs that formed the foundation of the Thinking Outside the Borders initiative. We value the cooperation of the Arizona State Library and Archives and Nebraska Library Commission that partnered in this National Leadership Grant activity graciously funded by the Institute of Museum and Library Services.

To ensure that citizens everywhere have access to information that improves their lives, we must work to maintain our libraries as the best and most reliable repositories for information anywhere. This publication can be a powerful tool developing new library leaders throughout the world, as it provides the blueprint for convening similar conferences.

This sort of conference holds much promise. As participants share their ideas and seek solutions to common problems, it should always be remembered that no one, regardless of country of origin, has a monopoly on the right way to do something. Everyone is on the common ground of cooperation and friendship. There will be many valuable experiences and lessons learned during a Thinking Outside the Border institute; but when all is said and done, the most important lesson is that in our world community, the only way to have a friend is to be one.



***“Thinking outside of the box has been the hallmark of the Mortenson Center’s success in making a difference to librarians and librarianship around the world.”***

## ***Welcome Message***

*Paula Kaufman  
University Librarian and Dean of Libraries,  
University of Illinois at Urbana-Champaign*

The University Library is proud to be home to the Walter C. and Gerda B. Mortenson Center for Library Programs. Guided by the Mortensons’ vision of promoting international understanding and world peace through education and training of librarians and led by two Mortenson Distinguished Professors, - Marianna Tax Choldin and, currently, Barbara J. Ford - the Center has provided professional development and training opportunities to more than 800 librarians from nearly 90 countries. The Mortenson Center’s location at Illinois reflects the University’s national leadership in international studies and commitment to extending the campus to the world and the world to the campus and the University Library’s long-standing leadership in international librarianship.

Thinking outside of the box has been the hallmark of the Mortenson Center’s success in making a difference to librarians and librarianship around the world. Participation in its programs is sought avidly by practicing librarians around the globe and its programs have changed and expanded as the needs of the world’s libraries and librarians since the Center’s founding seventeen years ago. As the clamor for the development and support of library leaders intensified in recent years, the Mortenson Center seized a leadership role by developing the innovative and successful Thinking Outside the Borders program. This program is differentiated from other important and useful leadership development programs, including Synergy (Illinois State Library), the Frye Institute (Council on Library and Information Resources, Educause, Emory University), the Executive Leadership Institute (Urban Libraries Council), the Research Library Leadership Fellowship Program (Association of Research Libraries with university partners, including Illinois), summer institutes at Harvard and Vanderbilt universities and others, by its focus on librarians from a broad array of types of libraries, its mix of participants from the United States, Canada, Africa, Latin America, the Caribbean and Asia, its focus on technology and preservation, its



utilization of a variety of teaching and learning methodologies, and its inclusion of library leaders from around the world.

Those of us who work in academia are often more comfortable interacting and working with other academic librarians, regardless of the country in which we practice. We understand generally the cultures of higher education, we support the teaching, learning, and research needs of scholars and students, and we face similar challenges and opportunities. Librarians in other sectors – schools, public libraries, state libraries, special libraries – share similar affinities with others in similar settings. By purposely including librarians from many countries and all library sectors in its programs, the Mortenson Center's approach to learning helps foster understanding across many borders, both literal and figurative.

Leadership skills are learned skills. The success of Thinking Outside the Borders is characterized by multifaceted learning. Participants concluded their involvement in the program with new leadership skills, new skills in technology and preservation, and new and enlarged understandings of librarianship beyond traditional specialty and geographic borders. It marks an important step in achieving broadened understanding, which leads ultimately to global peace.