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My initial sabbatical proposal was to complete substantive work on a book focused on collections assessment. The goal for the book was to move the practice of collections assessment away from a focus on output-based evaluation, generally consisting of reports of the number of volumes held and the amount of money spent, and toward a framework for assessment that is focused on students and faculty research outcomes. The foundation of this research was to have used data obtained from the office of Institutional Effectiveness at Sonoma State; however, as I started work on this project it became clear that I would not be able to get access to the data I needed. Additionally, I discovered that another book closely mirroring my proposal was about to be published.

My focus shifted to another topic I have been studying for several years: library leadership and strategic planning. I have been looking at the relationship between strategic planning, assessment, and program review in universities, and at the impact of leadership actions on these processes. I narrowed my focus to libraries because library operations have some distinctive features, especially in institutions where librarians have faculty status. In the months prior to my sabbatical, I began to outline and plan for a book that describes a cyclical process of planning, assessment, and program review that can be implemented in libraries, through a framework of shared and inclusive organizational leadership.

In January 2021, I published an article that will eventually be re-worked into an introductory chapter for the book: "A Framework for Shared Leadership: A Perspective on Strategic Planning for Academic Libraries," in *The Journal of Academic Librarianship*.

During the four months of my sabbatical, I planned and conducted survey research into perceptions of shared leadership and strategic planning among librarians, wrote an article, and submitted it for publication. It was accepted in July 2022 to be published in a forthcoming issue of *The Journal of Library Administration*. The research tested an instrument for measuring perceptions of shared leadership in libraries and measured the correlation between perceptions of shared leadership and perceptions of the effectiveness of strategic planning processes. The research found a statistically significant correlation: those who perceive more frequent indications of shared leadership practices, including inclusion in decision making, transparent information sharing, trust, and collaborative work, are more likely to indicate that recent strategic planning processes had meaningful impacts on decision making and activities in the library.

I have also written drafts of chapters on program review processes in libraries, focused on the reasons for conducting reviews and the relationship between planning and program review. I have had a proposal accepted for a column in the *Journal of Academic Librarianship* based on one of these chapters, and a chapter accepted for a forthcoming book, tentatively titled *People-Centered Management in Academic Libraries*.

I anticipate that these chapters and articles will lay the foundation for an eventual book, which I hope to have completed within the next 18 months. The time I had on sabbatical to dedicate to this work was invaluable and I would not have completed nearly as much had I not had this opportunity. As 12-month faculty, this time is especially meaningful as we have very little time otherwise to shift focus from our day-to-day teaching and work to big picture projects like this.