Established in 1973, the Chinese American Librarians Association (CALA) has been in existence for four decades. The Publications Committee is extremely honored to present “A Prelude to Celebration: Project 40/40 on CALA Leadership”, a 2012 ALA Emerging Leaders project, as a way to honor CALA’s 40 years’ history and look to the future with a renewed commitment to our mission and vision. We wish to thank CALA’s Immediate Past President Min Chou who graciously agreed to contribute an introduction of the Project 40/40, and the members of both 2011-12 and 2012-13 CALA Publications Committees for their contributions to the fruition of this special edition of Spotlight newsletter.

This Project was created in fall 2011 under the leadership of Min Chou, selected by the ALA Emerging Leaders Class of 2012, and completed in June 2012 by a team of emerging leaders Yuan Li, Chris Kyauk, Candice Mack, and Laura Morlock. The team conducted interviews with generations of library leaders in CALA membership and generated 40 leadership quotations with the purpose of gaining insights into the dimensions and qualities of excellent leadership that contribute to the development of our profession in general, and the progressive achievements of CALA in particular. As you will see, the team has accomplished this goal superbly by presenting the words of wisdom from those leaders along with their photos.

The interviews focused on the frequently asked questions. What are the most important leadership skills, characters, and styles? Where would one find favorable leadership learning resources for new librarians? We invite you to find the inspirations from the words of leaders who are our very own CALA members! You will also “hear” our four emerging leaders speaking passionately on what a great organization CALA is and how significant the Project 40/40 means to them.

Enjoy reading!

Jia Mi & Dajin Sun, Co-chairs of 2011/12 – 2012/13 CALA Publications Committee

About Project 40/40
by Min Chou, CALA President 2011-2012

During my presidential year, CALA experienced a membership increase of over 25%. We are pleased to see that in CALA membership, there are many distinguished leaders of our profession. As the president of CALA, I was both privileged and honored to launch the project of Emerging Leaders under the auspices of the American Library Association (ALA).

As a proud sponsor of ALA’s Emerging Leaders Program, CALA is committed to mentoring young leaders to energize our organization and enrich our profession. Following this purpose, “A Prelude to Celebration: Project 40/40 on CALA Leadership” was created to promote diversity in leadership and provide role models to inspire new library professionals. Forty (40) quotations from a diverse group of library leaders in CALA were selected as dedication to CALA’s 40th anniversary celebration in 2013.

As a team of the 2012 Class of Emerging Leaders, Christopher Kyauk, Yuan Li, Candice Mack, and Laura Morlock carried out this monumental project successfully. Their leadership abilities and their unparalleled efforts are highly commendable. Please read their final project report at: http://cala-web.org/files/presidentinitiatives1112/TeamFReport.pdf

We owe our success to all participating CALA leaders for their strong support to the Project 40/40, sharing insight and wisdom on many dimensions of good leadership qualities. Special thanks are extended to the CALA Publications Committee, under the leadership of Jia Mi and Dajin Sun, for their collaboration and support to make this meaningful project available on CALA’s Spotlight series.
2012 ALA Emerging Leaders

Chris 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.”

Yuan Li

“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.”

Candice Mack

“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.”

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.”
Quotes from past or current CALA members on leadership with the perspectives as ALA leaders, CALA leaders, ALA emerging leaders and contemporary practitioners

**Camilla Aire**  
ALA President, 2009-2010  
ACRL President, 2005-2006  
ALA Council 1997-2003  
ALA Executive Board, 2000-2003  
REFORMA President, 1994  
2011 ALA/Lippincott Award for Distinguished Service Recipient

“Integrity, Risk-taking, and communication are three most important characteristics/skills that a potential leader should possess.”

“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.”

**Clara Chu**  
Chair and Professor of the Department of Library and Information Studies, University of North Carolina at Greensboro  
CALA Presidential Initiative Advisory Board, 2011-2012  
CALA Representative to the ALA’s Diversity Working Group on Diversity and LIS Education, 2011-2012

“...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.”

“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.”

**Bonnie Fong**  
ALA-CALA Emerging Leader, 2011  
CALA Board of Directors, 2012-2015

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.”

**Barbara Ford**  
Director of Mortenson Center for International Library Programs, University of Illinois at Urbana-Champaign  
ALA President, 1997-1998  
2012 CALA Distinguished Service Award Recipient

“Leadership is working with others to educate, transform and empower to enhance positive change and development in the people and communities around us.”
“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.”

“Leadership means taking risks, and creating opportunities, for others as well as for yourself.”

“Leadership is the capacity to guide and influence others, but most importantly, giving yourself to service for others.”

“My cultural diversity has profound effect on my management style. Confucius teachings are my guiding principles to deal with people and handle affairs.”
Spotlight on CALA Members

Mengdong Liu
CALA President, 1996-1997
ALA Spectrum Steering Committee, 1997

“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.”

Shu-hua Liu
ALA Emerging Leader, 2009
ALA Spectrum Scholar, 2005
CALA Northern California Chapter President, 2012-2013

“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.”

Gina Millsap
ALA-LLAMA President, 2009-2010
Candidate for ALA President for 2013-2014
Library Journal 2007 Mover and Shaker

What are the most important characteristics/skills that a potential leader should possess?

“1. The ability to listen 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.”

Molly Raphael
ALA President, 2011-12
ALA Executive Board, 2000-2003
ALA Nominating Committee Chair, 1998-1999
ALA-LLAMA President, 2008-2009
ALA Board of Directors, 1990-1991

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.”

Jim Rettig
ALA President 2008-2009
ALA Executive Board, 2003-2006
ALA Committee on Organization Chair, 2000-2003
ALA Publishing Committee Chair, 1997-1999

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.”

Barbara Stripling
ALA President – Elect, 2013-2014
AASL President, 1996-1997
Member-at-Large, ALA Council 1992-1996, 1998-Present
ALA Executive Board, 2001-2005

“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.”

“All the leaders 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.”

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“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.”

Winston Tabb
Dean of University Libraries and Museums, Johns Hopkins University
National Museum & Library Services Board, 2010-2013
IFLA Standing Committee on Copyright and Legal Matters, Chair 1995-2010
2012 American Library Association’s L. Ray Patterson Copyright Award: In Support of Users’ Rights Recipient

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

Min Tong
2011 ALA Emerging Leader
CALA Southeast Chapter President, 2010-2011
CALA At-Large Board of Directors, 2011-2012

“Leadership means service with a vision and passion to me.”

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 C. Tseng
CALA President, 1984-1985
APALA President, 1982-1983
2011 John Ames Humphry/OCLC Forest Press Award for International Librarianship Recipient
1984 CALA Distinguished Service Award Recipient

“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
Professor and Associate Dean Emerita, Rutgers University
ALA President, 1995-1996
CALA Presidential Initiative Advisory Board, 2011-2012
2006 ALA/Lippincott Award for Distinguished Service Recipient

“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
CALA President, 2004-2005
CALA Executive Director, 2007-2008
CALA Board of Directors, 1998-2001
ALA Councilor-at-Large, 2006-2012
Spotlight on CALA Members

July 2012

“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.”

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”.

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.”
“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 and courage to take the initiative. Leadership embodies honesty, humility, and openness to change.”

“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.”

“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.”

“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).”

“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.”

“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.”

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

“Creativity, collaboration, marketing/branding, time management and organization skill.”