

Library Leadership and U.S.-Japan Collaboration

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Setting the Context

Acknowledging Differences

Cultural and institutional contexts vary between U.S. and Japanese universities

Different traditions, governance structures, and expectations

Universal Principles

Service excellence transcends borders

Innovation and collaboration are shared values

Mutual learning benefits both communities

Goal: Share ideas and experiences while learning from each other's approaches

Journey to Library Leadership



Brief Biographical Information

Columbia University Libraries

Princeton University Library

Washington University in St. Louis

University of Delaware Library, Museums and Press

Professional Library Associations (ALA, ACRL, ARL)

KCGI

Goal: Provide brief biographical information about myself

University of Delaware



Brief Demographic Information

- Founded in 1743
- 24,000 students (19,000 undergraduates)
- 4700 employees
- 10 Colleges and Schools
 - 150 majors and minors
 - 250 graduate and post-baccalaureate programs
- Some outstanding programs include
 - Chemical Engineering
 - Physical Therapy
 - Education
- First Study Abroad Program in the U.S.

Goal: Provide brief information about the University of Delaware

University of Delaware Library, Museums and Press



Brief Information

- Morris Library and branches
- Museums joined the portfolio in 2016
 - Three gallery spaces (Old College, Mechanical Hall, Penny Hall)
- University of Delaware Press
- 115 Staff members (librarians, archivists, curators, IT, data, other professionals and student workers)
- Special Collections (Rare Books, Manuscripts, Archives)

Goal: Provide brief information about the University of Delaware Library, Museums and Press

Libraries as the Heart of Campus

LIBRARY

Intellectual Commons

Where disciplines intersect and ideas connect

Full Academic Lifecycle

From first-year orientation to dissertation defense

Central to Mission

Intellectually and operationally essential

Community Builder

Connecting people, not just information

More than physical centrality—intellectual and operational centrality to the university

Demonstrating Value: Four Pillars

Teaching & Learning

Information literacy as critical thinking
Embedded librarianship in coursework
Supporting pedagogical innovation

Research Support

Beyond collection building to data management
Research consultation and methodology
Facilitating global resource access

Information Literacy

Critical evaluation of sources
Digital citizenship and ethical use
Preparing students for lifelong learning

Community Engagement

Connecting university with broader community
Public programming and cultural events
Preserving institutional knowledge

Leading Beyond Library Walls

Campus Leadership

Open Access Initiatives

Advocating for scholarly communication reform and helping faculty navigate publishing options

Research Data Management

Developing university-wide policies and training researchers in best practices

College Affordability

Championing open educational resources with demonstrated cost savings

Professional Leadership

Local & National Organizations

Building networks and advancing the profession through advocacy

Mentoring

Supporting the next generation of library leaders

International Engagement

Cross-cultural exchange addressing global information challenges

Library leaders have opportunities—and responsibilities—to lead beyond our own walls

Traits of Library Leaders

Leadership happens at every level, not just senior positions

Core Traits

Vision & Strategic Thinking

Seeing beyond constraints, anticipating user needs

Collaborative Mindset

Building bridges, fostering inclusive decision-making

Adaptability & Resilience

Navigating change, learning from setbacks

Essential Qualities

Emotional Intelligence

Understanding diverse needs, building trust across boundaries

Communication & Advocacy

Articulating library value, engaging stakeholders

Continuous Learning

Staying current, developing new competencies

Transforming Library Culture

Toxic Patterns to Recognize

Hierarchical rigidity and resistance to change

Exclusionary practices that limit participation

Poor or ineffective communication

Impact: Staff burnout, barriers to innovation, diminished service, turnover

Building Better Culture

Embrace diversity in all forms—diverse perspectives strengthen decisions

Foster psychological safety for experimentation and learning

Distribute leadership—empower staff at all levels

Culture change is difficult and slow, but essential to creating organizations where people thrive

Culture matters as much as structure in determining organizational success

CULCON Information Access Working Group

Japan-United States Conference on Cultural and Educational Interchange

Our Mission

Improving bilateral scholarly access between the United States and Japan

Supporting U.S. Scholars

Access to Japanese resources for scholars studying Japan

Supporting Japanese Scholars

Facilitating access to U.S. resources and collections

Scholarship transcends borders—we work to remove barriers to essential exchange

Challenges & Collaborative Solutions

Current Barriers

Cost & Licensing

Significant financial barriers to access

Copyright Restrictions

Different legal frameworks complicate sharing

Limited Digitization

Critical resources remain inaccessible remotely

Solutions in Development

Shared Digitization Projects

Pooling resources and expertise for critical materials

Reciprocal Access Agreements

Mutual benefits for scholars in both countries

Technology Transfer

Sharing best practices and innovations

Within challenges lie opportunities for innovative collaboration

Vision for Enhanced Collaboration

Shared Challenges Deserve Shared Solutions

Digital preservation • Open science • Supporting international research

Professional Exchange

Staff exchanges and joint training programs

Building relationships and mutual understanding

Collaborative Grants

Joint applications for funding initiatives

Leveraging combined expertise and resources

Resource Sharing

Enhanced interlibrary loan systems

Joint collection development strategies

Knowledge Platforms

Best practices documentation

Regular communication channels

Building Bridges Together

Libraries have always been about building bridges

Between people and information • Between past and present • Between communities

CULCON's work is just the beginning—tremendous potential for deeper collaboration

Learn from each other's innovations and jointly address shared challenges

The best ideas emerge from genuine dialogue

Questions & Discussion

What opportunities do you see for collaboration?

What challenges are you facing that we might address together?

What can we learn from your approaches and innovations?

Thank you • ありがとうございます

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