

Editorial

Approaching a New Year—And a New Look for the Journal

In this last issue of the volume year, it is a good time to communicate some changes that we will be implementing to the journal. Some may be more welcome than others but all of them have been considered and discussed with the Editorial Board and ALA Production staff with the hope that it will provide a more streamlined process for the journal without compromising the experience of the readers or authors.

College & Research Libraries is a gold open access journal—as such, it is freely available. In fact, the journal does not retain copyright to the papers it publishes; it merely seeks permission from the authors to publish it. Thus, an author can indicate what kind of Creative Commons license they prefer.

Because it is freely available, there is no profit to be had and very few resources to expend on new bells and whistles. While there is not a climate of austerity, we are mindful of the cost—too often, I have seen databases or datasets that were once free move to a subscription or charge model for purposes of recovering costs and evolving the functions of the interface. So there are some decisions that we have made with the intent to have the journal run a little more smoothly and efficiently.

No More Preprints

Starting in January 2019, *C&RL* will not be publishing preprints anymore. The original motivation for publishing the preprints is no longer a concern—at one time, it was 18 months from acceptance to publication and now it is less than a year. We are further committed to make it between 6 and 8 months from acceptance to publication.

The reasoning for this change is two-fold. It will help streamline the process in terms of the expenditure of effort and resources. The second issue is related to the versioning of the paper and the ephemeral status of the preprint. The preprint often gets harvested (and made discoverable) but it is not the copy of record. In addition, the preprint is not assigned a doi which has caused some access issues in the past.

As many authors are already uploading the accepted version of the article in their own institutional repositories, the articles are still discoverable.

Taking Advantage of the Entire Page

We are also going to be changing the layout of the articles in order to take advantage of more real estate on the page. When the journal moved online, it essentially approximated the print copy in an electronic format. The pdfs of the articles were almost identical to the print issue, including the scale and dimensions. The print version was very attractive and the online equivalent is as well—but there are features and changes that we can make to better communicate the author's work and enhance the reader's experience.

We will be moving to a letter size format which will allow charts and tables to be better oriented and presented. Right now, in order to fit on the page, charts and figures are shrunken, turned sideways or may cut across pages. By almost doubling the page space, we hope to minimize those practices and display figures to their utmost advantage. Given that the journal is online only, most readers are reading online or printing out on letter size paper.

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TABLE 1
Themes Ranked by Popularity and Number of Traits

Post Positive Leaders	Emotional Intelligence	Empowering	Victory	Communicator	Librarian/Manager	Invitably	Catalyst for Change
Future Library Leaders	People First	Victory	Change Agent	Empowered Librarian/Model	Role Model	Invitably	Catalyst for Change

For post positive leaders, respondents' answers can be grouped together into seven leadership themes: emotional intelligence, empowering, victory, victory, communicator, librarian/manager, invitably, and a catalyst for change. These are the leadership themes recognized and valued in leaders who had a positive influence on the respondents' daily work lives. When asked what leadership traits a future library leader would need to have a positive impact, six leadership themes emerged: people first, victory, change agent, empowered librarian, role model, and communicator. The themes listed are in order of most cited traits to least; in other words, for post positive leaders, emotional intelligence has the most and most repeated traits, while for future leaders people first has the most and most repeated traits and communicator the least.

TABLE 2
Themes Ranked by Generations

Post Positive Leaders							
Millennials (ages 23-27; youngest respondent n=20)	Emotional Intelligence	Empowering	Victory	Communicator	Librarian/Manager	Invitably	Catalyst for Change
Generation X (ages 38-52)	Emotional Intelligence	Empowering <td>Victory <td>Communicator <td>Librarian/Manager</td> <td>Invitably</td> <td>Catalyst for Change</td> </td></td>	Victory <td>Communicator <td>Librarian/Manager</td> <td>Invitably</td> <td>Catalyst for Change</td> </td>	Communicator <td>Librarian/Manager</td> <td>Invitably</td> <td>Catalyst for Change</td>	Librarian/Manager	Invitably	Catalyst for Change
Baby Boomers (ages 53-72; oldest respondent n=9)	Emotional Intelligence	Empowering <td>Victory <td>Communicator <td>Librarian/Manager (tie)</td> <td>Invitably</td> <td>Catalyst for Change</td> </td></td>	Victory <td>Communicator <td>Librarian/Manager (tie)</td> <td>Invitably</td> <td>Catalyst for Change</td> </td>	Communicator <td>Librarian/Manager (tie)</td> <td>Invitably</td> <td>Catalyst for Change</td>	Librarian/Manager (tie)	Invitably	Catalyst for Change
Future Library Leaders							
Millennials (ages 23-27; youngest respondent n=20)	Change Agent	People First	Victory <td>Empowered Librarian <td>Role Model</td> <td>Communicator <td></td> </td></td>	Empowered Librarian <td>Role Model</td> <td>Communicator <td></td> </td>	Role Model	Communicator <td></td>	
Generation X (ages 38-52)	People First	Victory <td>Communicator <td>Change Agent</td> <td>Empowered Librarian <td>Role Model</td> <td></td> </td></td>	Communicator <td>Change Agent</td> <td>Empowered Librarian <td>Role Model</td> <td></td> </td>	Change Agent	Empowered Librarian <td>Role Model</td> <td></td>	Role Model	
Baby Boomers (ages 53-72; oldest respondent n=9)	People First	Victory <td>Change Agent</td> <td>Empowered Librarian <td>Role Model</td> <td>Communicator</td> <td></td> </td>	Change Agent	Empowered Librarian <td>Role Model</td> <td>Communicator</td> <td></td>	Role Model	Communicator	

What Do Academic Librarians Value in a Leader? 803

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Future Library Leaders	People First	Victory	Change Agent	Empowered Librarian <td>Role Model</td> <td>Communicator <td></td> </td>	Role Model	Communicator <td></td>	

For post positive leaders, respondents' answers can be grouped together into seven leadership themes: emotional intelligence, empowering, victory, victory, communicator, librarian/manager, invitably, and a catalyst for change. These are the leadership themes recognized and valued in leaders who had a positive influence on the respondents' daily work lives. When asked what leadership traits a future library leader would need to have a positive impact, six leadership themes emerged: people first, victory, change agent, empowered librarian, role model, and communicator. The themes listed are in order of most cited traits to least; in other words, for post positive leaders, emotional intelligence has the most and most repeated traits, and catalyst for change has the least number of and least repeated traits, while for future leaders people first has the most and most repeated traits and communicator the least.

TABLE 2
Themes Ranked by Generations

Post Positive Leaders							
Millennials (ages 23-27; youngest respondent n=20)	Emotional Intelligence	Empowering	Victory	Communicator	Librarian/Manager	Invitably	Catalyst for Change
Generation X (ages 38-52)	Emotional Intelligence <th>Empowering</th> <th>Victory</th> <th>Communicator</th> <th>Librarian/Manager</th> <th>Invitably</th> <th>Catalyst for Change</th>	Empowering	Victory	Communicator	Librarian/Manager	Invitably	Catalyst for Change
Baby Boomers (ages 53-72; oldest respondent n=9)	Emotional Intelligence <th>Empowering</th> <th>Victory</th> <th>Communicator</th> <th>Librarian/Manager (tie)</th> <th>Invitably</th> <th>Catalyst for Change</th>	Empowering	Victory	Communicator	Librarian/Manager (tie)	Invitably	Catalyst for Change
Future Library Leaders							
Millennials (ages 23-27; youngest respondent n=20)	Change Agent	People First	Victory	Communicator	Change Agent	Empowered Librarian <td>Role Model</td>	Role Model
Generation X (ages 38-52)	People First	Victory <td>Communicator</td> <td>Change Agent</td> <td>Empowered Librarian <td>Role Model</td> <td>Communicator</td> </td>	Communicator	Change Agent	Empowered Librarian <td>Role Model</td> <td>Communicator</td>	Role Model	Communicator
Baby Boomers (ages 53-72; oldest respondent n=9)	People First	Victory <td>Change Agent</td> <td>Empowered Librarian <td>Role Model</td> <td>Communicator</td> <td></td> </td>	Change Agent	Empowered Librarian <td>Role Model</td> <td>Communicator</td> <td></td>	Role Model	Communicator	

A generational analysis (Baby Boomer, Generation X, and Millennials) of data and themes for post positive leaders showed no differences from the overall results. This lack of difference among age groups is consistent with previous research cited above. An analysis of future library leaders' leadership themes found Millennials most valued the theme of change agent, while Gen Xers valued the theme of communicator more than other generations. An analysis of responses by gender (female and male) revealed no differences in frequency of traits and the popularity of themes for both past positive and future library leaders. The results, however, indicate the respondents' preference for an androgynous or even feminine-leaning leader. The librarian/manager theme is composed of behaviors that are usually considered masculine tasks and project management, self-efficacy, and determination. The theme of empowered librarian is gender neutral but does show slightly more association with some of the emphasis on task completion. Roles that are more gender-neutral themes but some feminine with its components of "passionate," "optimistic," and "humility." On the surface, catalyst for change seems feminine, as being a link or associated with male leaders but the traits of that theme also include being open-minded, flexible, and adaptable, all of which are feminine. One-half of the communicator theme is listening, a behavior often seen as feminine (especially active listening, which was listed as a trait by many respondents). Emotional intelligence relationships, with its emphasis on empathy and collaboration, and the empowering theme's use of encouragement and collaboration are also feminine. People first has its traits of "collaboration," "supportive," "inclusively/diversity," and especially "empathy" are widely feminine leadership traits.

Discussion
Post Positive Leaders
Emotional Intelligence

Emotional intelligence was the theme with the largest number of traits, and many of the most cited traits. In fact, many respondents described their positive leader with the term "emotional intelligence." All the other themes found in this study are strengthened by and flow from emotional intelligence. For this article, an emotionally intelligent leader is defined as someone who is self-aware, manages their and others' emotions, is highly empathetic, and builds and maintains relationships with those in the library; therefore, the emotionally intelligent leader is a complete person unafraid to show her many sides and has a positive attitude and outlook. Leadership is about working with, understanding, and relating to the people in an organization, and this requires emotional intelligence. The trait that respondents listed the most for this emotional intelligence was empathy, one of the core competencies for emotional intelligence. Empathy is how leaders develop relationship with those in their library and helps them to manage the emotions that

← Before and After →

Images show how switching to letter-size layout will better utilize the space.
Additional changes to the design are also anticipated.

Template for Submissions

We will also be adopting a submission template for authors to use when submitting to the journal. It is provided for authors to use for paper submissions, for a consistent font, margins, headings, etc. This template is also intended to offer information about format and guidelines, address questions about style and endnotes and provide guidance and reminders that may be useful to authors such as anonymizing the document (with a separate document with a title page and author information) and embedded tables or figures in the document rather than putting them at the end in another file altogether. The hope is that this effort will help authors in their submissions, provide a consistent format and presentation for reviewers as they read papers and, once an article is accepted, help minimize the time and effort involved in reformatting and copyediting.

<p>Use significant keywords from title</p> <p>Title: Subtitle</p> <p>An effective abstract is 75 to 100 words and should include the background and motivation for the study, a broad discussion of the problem statement and discuss the methodology, data and sources information and an analysis/discussion. Please do not list any abbreviations in the paper abstract as it may reveal identifying information and undermine the study's confidentiality.</p> <p>Introduction</p> <p>This introduction provides the background and motivation for the research paper. It should state the purpose of the study (i.e., the study's goal) and provide the context, the scope, and the problem of the study.</p> <p>Methods</p> <p>This opportunity for the researcher to provide a general overview of the study. It should include a brief description of the research design and the data sources used. It should also include a brief description of the data sources used. It should also include a brief description of the data sources used.</p> <p>Results and Discussion</p> <p>This is where the heart of the information is. Some authors have separate results and discussion sections. This works well when there is a lot of data to report and the discussion is not too long. Authors are encouraged to always group their data and explain the implications behind each results.</p>	<p>Use significant keywords from title</p> <p>Include page numbers</p> <p>Conclusions</p> <p>The conclusion may briefly restate the purpose of the study or research question and the answer to it. This is a brief summary of the study and the report to help with accountability practice.</p> <p>APPENDIX A</p> <p>Include any content mentioned throughout such as the survey used.</p> <p>Notes</p> <p>1. Bibliographic references are considered sources unless noted otherwise. Authors of journal articles should list the article (journal, repository or otherwise) should be included.</p> <p>2. In the context of this submission, when including online sources (blogs, social media, etc.), authors are to include all three references in one note.</p> <p>3. For a complete list of notes, see the notes section of the journal's style guide.</p> <p>4. For a complete list of notes, see the notes section of the journal's style guide.</p> <p>5. For a complete list of notes, see the notes section of the journal's style guide.</p> <p>6. For a complete list of notes, see the notes section of the journal's style guide.</p> <p>7. For a complete list of notes, see the notes section of the journal's style guide.</p> <p>8. For a complete list of notes, see the notes section of the journal's style guide.</p> <p>9. For a complete list of notes, see the notes section of the journal's style guide.</p> <p>10. For a complete list of notes, see the notes section of the journal's style guide.</p> <p>11. For a complete list of notes, see the notes section of the journal's style guide.</p> <p>12. 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Enhancing OJS

The journal migrated its publication platform to Open Journal Systems last year; the submission and review platform was migrated this year. Going forward, our goal is to take advantage of other affordances of OJS and a digital environment. What exactly that will look like remains to be seen but we would like to be able to publish supplemental files for accepted such as datasets or other accompanying materials.

We don't make these changes lightly. They are intended to reduce wasted time and effort as well as provide a more transparent process and accommodating experience for stakeholders in *C&RL*. However, I realize that it is a change and will take some getting used to—for all of us.