

Certificate: Management for Information Professionals, Advanced Certificate

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**Description.** In today's dynamic and competitive landscape of library and information organizations, information professionals are increasingly required to assume both managerial and leadership roles (Hicks & Given, 2013; Schwartz, 2016). Scholarly literature emphasizes the importance of providing enhanced education and training in areas such as project management, knowledge management, marketing and advocacy, and leadership by exposing students to a variety of advanced management courses (Bertot, Sarin, & Percell, 2015; De Grandbois, 2013; Matteson, Musser, & Allen, 2014; Singh & Vorbach, 2017).

The Certificate in Management for Information Professionals (CMIP) is designed to prepare well-equipped leaders and managers for the evolving workforce in information organizations. It also aims to enhance the managerial and leadership potential of mid-level information professionals through continuing education, equipping them with the skills needed to navigate complex organizational environments.

To ensure the curriculum aligns with the evolving expectations of the field, the course selection for the CMIP was guided by several foundational professional frameworks. These include the American Library Association's *Core Competences of Librarianship* (ALA, 2023), the Special Libraries Association's *Competencies for Information Professionals* (SLA, 2016), the Association for Information Science & Technology's *Educational Guidelines* (ASIS&T, 2001), the Chartered Institute of Library and Information Professionals' *Professional Knowledge and Skills Base* (CILIP, 2013), and the Australian Library and Information Association's *Framework of Skills, Knowledge and Ethics for the Library and Information Services Workforce* (ALIA, 2020). These authoritative documents collectively underscore the importance of robust education in management, leadership, and strategic planning.

Each framework offers a unique perspective while sharing a common emphasis on leadership and management competencies. For instance, the ALA's *Core Competences* include a comprehensive section on Management and Administration, outlining seven sub-competencies that detail the diverse capabilities expected of LIS professionals—ranging from fiduciary oversight and human resource development to strategic communication and transformational leadership (ALA, 2023). In parallel, the ASIS&T *Educational Guidelines* advocate for curricular coverage in areas such as organizational theory, strategic and financial planning, marketing, and human resource management (ASIS&T, 2001). Similarly, the SLA's *Competencies for Information Professionals* emphasize a broad set of "enabling" competencies essential for professional success. These include leadership and management skills such as effective communication, problem-solving, creativity, innovation, collaboration, project and knowledge management, ethics, and mentoring (SLA, 2016). The CILIP *Professional Knowledge and Skills Base* identifies key areas, including customer focus, service design, personal effectiveness, planning, and advocacy (CILIP, 2013). Likewise, the ALIA framework outlines a comprehensive suite of leadership and management competencies, including change management, marketing,

communications, public relations, project management, financial oversight, disaster preparedness, risk assessment, and sustainability (ALIA, 2020).

Together, these professional guidelines emphasize the necessity of comprehensive management education to prepare information professionals to lead strategic partnerships, manage knowledge resources, initiate innovative projects, and navigate change in a rapidly evolving work environment. In alignment with these recommendations, the four required courses (12 credits) of the CMIP are strategically designed to build and advance the leadership and managerial capacity of both recent graduates and mid-career professionals. A brief description of Certificate's courses is provided below:

### **LIS 240 Management of Information Organizations**

This course prepares information professionals to operate effectively at both the individual and organizational levels by engaging with core management theories, techniques, and practices applicable to various information environments. It emphasizes the development of essential managerial competencies required to lead and manage within information organizations. Key topics include planning, organizing, leading, influencing, budgeting, team development, and managing change. Through applied learning and reflective analysis, the course fosters an understanding of the dynamics of organizational behavior and the practical tools necessary for effective decision-making, leadership, and administration in diverse information settings.

### **LIS 282 Knowledge Management in Information Organizations**

This course provides a comprehensive understanding of Knowledge Management (KM), exploring key concepts, foundational theories, processes, and techniques within the context of information organizations. It balances theoretical inquiry with practical application and examines how KM functions as a strategic organizational capability. The course emphasizes how information professionals utilize institutional knowledge, data, and intellectual capital to drive innovation, support organizational learning, and inform decision-making. It also includes an analysis of KM tools, systems, and models in response to evolving workplace demands that reshape the role of knowledge in organizational performance.

### **LIS 262 Project Management in Information Organizations**

This course introduces the theory and practice of project management (PM) with a focus on application in information-centric environments. It covers all phases of the project life cycle, including initiation, planning, execution, monitoring, and closure. The course emphasizes both technical and behavioral dimensions of project work, including the use of tools such as Work Breakdown Structures (WBS), Gantt charts, Lean methodology, Six Sigma, and process improvement frameworks. Through case-based learning and project simulations, the course builds competencies necessary for leading and contributing to effective, efficient, and results-oriented projects in libraries, archives, and other information settings.

### **LIS 263 Marketing and Advocacy in Information Organizations**

This course provides an in-depth examination of marketing, public relations, and advocacy theories and practices applicable to information organizations. It focuses on analyzing user

needs, developing targeted communication strategies, and designing marketing and advocacy plans grounded in research, data, and environmental scanning. The course applies strategic marketing principles to promote services, build community engagement, and influence stakeholders. Through applied assignments and critical reflection, it provides the tools to enhance user experiences, increase the visibility of information services, and establish mutually beneficial relationships with diverse stakeholders across organizational and community contexts.

**Credits:** 12

## **References**

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