

**Announcement of the winner of 2014 CALA Jing Liao Award for the Best Research  
in All Media**

Dear CALA Members,

*The pursuit of excellence in research and service was what defined the career of Jing Liao (1954-2011), a long-time CALA member and a devoted and accomplished librarian at the University of Illinois at Urbana-Champaign. The establishment of this memorial fund honors the memory of Jing Liao by encouraging CALA members to strive for excellence of research in all media.*

The CALA Jing Liao Award for the Best Research in All Media Committee is pleased to announce the selection of Dr. **Zhixian Yi** as the 2014 recipient of the Jing Liao Award. He is selected as the winner for his publication cited below:

Yi, Zhixian. 2013. Setting goals for change in the information age: Approaches of academic library directors in the USA. *Library Management* 34 (1/2): 5-19. DOI (Permanent URL): [10.1108/01435121311298234](https://doi.org/10.1108/01435121311298234)

Dr. Yi will be presented with an award of \$500 from the Jing Liao Memorial Fund at the 2014 CALA Annual Awards Banquet to be held on Sunday, June 29, 2014 in conjunction with the ALA Conference in Las Vegas.

Dr. Yi has been a lecturer at the School of Information Studies, Charles Sturt University, Australia since 2011. He has a Ph. D. from the School of Library and Information Studies, Texas Woman's University. He is a life member of CALA.

Using Bolman and Deal's reframing change model, the author embarked on a quest to uncover approaches by library directors when setting goals. The author reviewed a large amount of literature on goal setting for change in organizations and designed a sophisticated survey to test previous hypotheses using the results of binary and multinomial logistic regressions. This unique study provides useful information to the directors of U.S. academic libraries.

The Bolman and Deal model of setting goals for change includes structural, human resource, political and symbolic - all of which were incorporated into the survey as part of this multi-frame approach. The returns of 596 survey respondents out of the original 1010 led to the findings which ultimately supported the hypotheses that three categories of predictors affected the approaches used to set goals for change by library directors. Notably, the findings are elegantly displayed in numerous tables.

The findings will help library directors understand how their approaches to setting goals for change are affected by demographics, human capital, and library characteristics. The survey result showed that 90.1 percent of the directors used the multi-frame approach to set goals for change. The author states, "This approach would help directors take correct actions to set goals for change and manage change much better." Additionally, the inquiry may prompt further research including longitudinal studies that would reveal significant factors influencing the approaches used to set goals for change over a period of time.

The article provides a useful overview on how the directors set goals for change, the approaches they used, and the factors that influenced their approaches used. It should be beneficial to current and future library directors, managers, and librarians alike to gain an understanding of the administrative or operational skills that are required for academic library directors. The research work is solid and the author explains how he reached the final conclusions thoroughly.

Combining the theoretical and practical approaches, this study can significantly help directors to steer their respective libraries in the right direction as they manage the unavoidable changes in the information age. It can also help librarians to gain better understanding of the factors that influence the approaches used to set goals for change by library directors of their institutions. The fact that the article has been downloaded more than 500 times is a clear indicator of its value to scholarly community. It is listed on the Emerald website as one of the most popular (download) articles (retrieved from <http://first.emeraldinsight.com/journal.htm?issn=0143-5124&type=popular>, May 2, 2014).

Please join us in congratulating Dr. Yi and wishing him continued success in pursuit of excellence in research.

CALA Jing Liao Award for the Best Research in All Media Committee, 2013 – 2014

Heather Cai ([heather.cai@mcgill.ca](mailto:heather.cai@mcgill.ca)), Co-Chair, McGill University  
Vickie Fu Doll ([vdoll@ku.edu](mailto:vdoll@ku.edu)), Co-Chair, University of Kansas  
Yijun Gao ([ygao@dom.edu](mailto:ygao@dom.edu)), Dominican University  
Karen Wei ([kwei@illinois.edu](mailto:kwei@illinois.edu)), University of Illinois  
Sharon Yang ([yangs@rider.edu](mailto:yangs@rider.edu)), Rider University