“This may not be perfect, but it is real.”

New Directions for Library Services

Jeff Campbell  Kelly Miller-Martin
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Enrollment:
20,700 Undergraduate
1,800 Graduate

Degree Programs:
77 Undergraduate
46 Graduate
8 Doctoral

Campus:
785 Acres

Buildings:
70 Academic/Administrative
34 Student Housing
Primary Goals of Reorganization

Factors Considered
Function over geographic location
Transactional versus consultative interactions
Efficiency to support broader organization

Consistent
Collaborative
Cohesive
Iterative
Reorganization
Reorganization

Maintain Standard of Service and Operations

Purposeful Communication and Collaboration

Department Transition
- Operational Responsibilities
- Personnel Documentation

Service Point Transition
- Spaces
- Staffing
Reorganization: Service Model

Manager

Service Point No.1
Service Point No.2
Virtual Service Point

Public Services Staff

Reorganizing Public Services to enhance efficiency and accessibility.
From Concept to Implementation
Cultivating Shared Vision
Planning and Implementation
Transparent Communication
Constant Assessment

Critical Components
Strategies

**Departmental Level**
- Conversations about roles and fit
- Inclusive discussions and forums
- Internal studies and reports
- Guiding concept of perpetual beta

**Organizational Level**
- Roadshows – communicate what we do
- Listening tours – build relationships
- Ambassador program – get others involved
Cultivating Shared Vision

Dean of Libraries initiates change

Director-led conversations with managers of future department

Discussions with individual staff members of future department

Administrative and leadership-level communication to the organization

Department-level communication with related departments

Department-level discussions with part-time desk staff
Cultivating Shared Vision: Visuals
Cultivating Shared Vision
Planning and Implementation
Transparent Communication
Constant Assessment

Critical Components
Examples

Personnel Logistics
Revised position documentation
Position changes and transition plans
Begin conversations with Human Resources

Resource Procurement
Technology to support new team
Branding to support highly visible service
Service point construction, adaptation

Team Building
Department meetings as planning sessions
Structured and informal activities
Sharing information and expertise
# Transition Plan: LET Public Services Reorganization

All areas of focus have action represented on this timeline

## SPRING
January 2016: Announcement Made to LET

**Immediate Goal:**
Redefinition of unit, teams, and roles

- Define and discuss big picture and communicate
- Build new team: One unit, one team
- Strengthen connections around a shared vision

**Process:**
- Identify new roles and empower person adopting responsibility to ask questions to help shape

**Output:**
- Position documentation is created (EWPs, roles and responsibilities outline, position metrics)
- Resource procurement process initiated (technology, construction, etc.)
- Individuals and teams have action plans

## SUMMER
May 2016: Practice in Place

**Primary Goal:**
Planning, information gathering, and sharing

- Leadership team will provide guidance and inform direction
- All Library Services staff will explore and define scope of new responsibilities together

**Process:**
- Hand-off of information and expertise
- Plan and begin building a set direction
- Create documentation
- Cross-train and secure other necessary training to support new roles and responsibilities

**Output:**
- Position documentation is finalized and shared; how we talk about and understand each position is solidified
- Construction is completed

## FALL
August 2016: Implementation

**Primary Goal:**
Tie up loose ends

- Reporting line transition is complete

**Process:**
- Test training; unit representatives prepared to support service points

**Output:**
- Evaluate, learn, and adjust for success

**Continually refining. Communicating purposely.**
Cultivating Shared Vision
Planning and Implementation
Transparent Communication
Constant Assessment

Critical Components
Examples

Shared departmental content with the broader organization, including position descriptions

Proactively scheduled meetings with other internal departments for relationship building

Distributed regular updates detailing projects and current focus

Reminded colleagues of the transitional state of our department
Cultivating Shared Vision
Planning and Implementation
Transparent Communication
Constant Assessment

Critical Components
Examples

**User Level**
Continuous tracking of all user interactions
Monitoring staffing levels closely

**Departmental Level**
Purposeful, scheduled check-in meetings
Open discussion forums

**Organizational Level**
Anonymous online feedback form
Ongoing conversations with library administration

Evaluate, learn, and adjust for success!
Spring 2016
Cultivating Shared Vision

Summer 2016
Finalize Transition

Fall 2016
Assessment

Ongoing

Reflections
Dean of Libraries initiates change

Director-led conversations with managers of future department

Discussions with individual staff members of future department

Administrative and leadership-level communication to the organization

Department-level communication with related departments

Department-level discussions with part-time desk staff

*Engage desk staff earlier*
Communicate
Is your strategy working?
Define concepts and expectations

Be Intentional
Don’t avoid difficult conversations
Slow down

Embrace the Beta
Keep your momentum with staff!
Questions?

Jeff Campbell, *Head of Library Services*
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Brian Simmons, *Head of Access for Physical Collections*
Stefanie Warlick, *Director of Public Services*