



*UC Davis General Library*

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**Administrative Unit Review:  
Organizational Assessment**

August 2004

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**UC Davis General Library  
2003/04 Administrative Unit Review**

**Organizational Assessment**

**Introduction**

In anticipation of a 2004/05 permanent budget reduction, the General Library conducted an Organizational Assessment<sup>1</sup> of all departments and units. The intention of the Assessment was to:

1. Confirm that the General Library Mission Statement and 2004-05 Unit Priorities conform to the service expectations of the campus with specific focus on programs of excellence and emerging distinction.
2. Confirm that programs of service offered by the General Library conform to the expectations of the 2004-05 campus Strategic Plan.
3. Assess all methods, policies and practices used by the General Library to affirm their essential nature in the context of an anticipated \$1,000,000 permanent budget reduction.
4. Identify ways in which essential functional activities performed by General Library employees can be made more efficient and cost effective.
5. Identify functional activities performed by General Library employees that are not considered core and determine the service impact on suspension or curtailment of such activities.
6. Identify new activities or functions that would meet essential needs that are currently going unmet (and assess the cost to perform such functions).
7. Identify resources that can be surrendered to the budget reduction or that might be redirected within the department or could be given up for redirection within the General Library.

The Organizational Assessment, given its breadth and scope as well as impact on the 2004/05 budget planning process, constitutes the General Library's Administrative Unit Review for academic year 2003/04.

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<sup>1</sup> See Organizational Assessment descriptive documents

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**Methodology**

Each General Library department and unit was asked to complete the following exercise:

1. Articulate their mission and goals and to specify how they intersect with General Library 2004/05 Unit Priorities.
2. Complete a template that demonstrates how assigned FTE are distributed by pre-defined unit activity.
3. List, describe, and rank all significant functions currently performed.
4. List and describe any new functions being considered for implementation.
5. List, describe, and discuss the impact of any current functions being considered for suspension or curtailment.

**Calendar**

Organizational Assessment planning documents were distributed to General Library department and unit heads in mid-February, 2004. Completed documents following the methodology described above were to be submitted by March 12, 2004.

This calendar allowed input from the exercise to be considered in the construction of the General Library Budget Reduction Plan due in the Office of the Provost and Executive Vice Chancellor and the campus Office of Resource Management and Planning by mid-April, 2004.

**Summary of Outcomes**

The analysis of results from the Organizational Assessment produced the following general outcomes:

1. FTE assigned were being used in an efficient and effective way.
2. Additional staffing would be useful to reduce the impact of growing workload.
3. Functional analysis did not produce significant activity that should be suspended or curtailed, i.e., suspension or curtailment of activities would have a noticeable impact on functions core to supporting General Library Unit Priorities.
4. Efficiencies could be gained by reviewing and improving current workflows and practices associated with current functions.
5. Resources (human and dollar) that were identified for redistribution as a result of the development of more efficient work flows and practices were generally recommended for redistribution within the department or unit in which they were identified.

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**Conclusions**

The 2003/04 General Library Administrative Unit Review required all departments and units to conduct a thorough and complete analysis of functional activities performed in support of General Library Unit Priorities as well as an analysis of the distribution of human and financial resources associated with those functions.

The results, reported out in comprehensive documents, provided few surprises. Summary conclusions are:

1. Department and unit heads are effectively using the resources provided to them in support of the library's mission.
2. Department and unit heads were able to identify few functions that, upon suspension or curtailment, would not have a negative effect of program operations.
3. Department and unit heads generally found that workload, particularly in an environment of frequent technological change, was often greater than could be met with existing staff.
4. Department and unit heads are routinely reviewing the services they provide to ensure efficiencies through creative use of existing resources and streamlining processes.

Anecdotal feedback from department and unit heads about the exercise fell into two general categories. Nearly every individual responsible for the completion of the exercise advised that it took tremendous effort and energy to conduct such a comprehensive analysis. At the same time, those same individuals were pleased with the results of the analysis from the standpoint of process review and revision. In almost all cases, department and unit heads found workflows or procedures that needed to be altered and made more efficient.

The General Library Administration constructed a budget reduction plan that did not, with few exceptions, reduce assigned and filled FTE. However, by surrendering nearly all vacant FTE and a significant amount of supplies and services funding, little room remains for program reduction without adversely impacting core services should near-term future fiscal periods require additional budget reductions.

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**Selected Assessment Highlights**

- \* Assessment suggested that a review of Student FTE assignments might produce increased efficiencies.
- \* Review of strategies and procedures that had not been analyzed in several years produced positive change – largely due to technological advances.
- \* Use of evolving technology will result in the curtailment of some procedures but without a loss in program efficiency (e.g., providing online reports rather than routing the same report in paper).
- \* Contracting out services to library vendors has resulted in efficiencies and the ability to shift employees to new tasks.
- \* Few new services or initiatives were proposed – but the ones that were proposed and will be adopted will improve the quality of service the library provides (see action steps below).
- \* The impact of a constantly changing technological environment persistently challenges staff and regularly affects the priorities, workflows, and skill requirements. In this environment, investments in employee training are essential.

**Action Steps to assist fulfillment of General Library Mission and Unit Priorities**

- \* Analyze reference service, collection development practices and customized instructional services to be sure they are efficient and meet campus expectations.
- \* Implement new technologies in interlibrary loan that promote effective resource sharing. Resource sharing among UC campuses will continue to increase and the service become increasingly efficient through technological enhancements. Maintaining a vital resource sharing program is critical in an era of reduced library budgets and journal cancellations.
- \* Provide efficient desktop delivery services between and among campus libraries.
- \* Simplify search strategies for materials by library employees and researchers based on a revised library web interface.
- \* Review and re-evaluate the effectiveness and performance of approval plans used to acquire library materials based on profiles used by book vendors.
- \* Use EDI, PromptCat and other electronic information delivery services from library book vendors.

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**Action Steps** (continued)

- \* Recognize that library instructional services represent an area where program growth continues to be needed and the most striking example of a program that needs to be “staffed up”. One outcome will be to release Information Desk volunteers back to their departments, thereby increasing departmental productivity, and to hire to additional instructional librarians (from Provost Block Grant funds) to provide professional reference service at that service point.
- \* Continue to implement software upgrades to major library systems such as the Ex Libris integrated library system. Such implementations have a significant “testing and learning curve” ripple affect across the entire library workforce as well as with library users but ultimately provide more effective ways to acquire, process, provide access to and use library materials.
- \* Maintain library databases and respond to department and unit requests for database reports. Such reports assist library managers make effective decisions based on reliable data.
- \* Continue to maintain network security to assure stable library services that can be persistently delivered.
- \* To continue a strong and effective record of cooperation with campus network administrators.
- \* Contend with budget reductions and changing research delivery methods such as electronic desktop delivery, to enable library bibliographers to meet researcher expectations while staying within assigned collection funding allocations.
- \* Meet the expectations associated with increasing requests for bibliographic instruction sessions, both basic and specialized, as enrollments increase and the variety of technological tools used to access resources widens. Both in-library and outreach sessions continue to be in high demand. Respond to web-based instructional models that will also emerge as an increasingly important component over the next five year planning window.
- \* Remain aware of and implement practices that allow for the processing and maintenance of library records in an increasingly complex technological environment with increasing diversity of formats.
- \* Consider a variety of digital initiatives and conversion projects that will make access and use of library collections easier and more facile (e.g., Special Collections materials, Maps, etc.).
- \* Develop a geographical information service to provide access to spatial data products to enhance the access and use of multiple library collections.

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**Action Steps** (continued)

- \* Recognize that increasingly diverse campus academic programs and a growing number of new physical facilities, both on the main campus and the health sciences campus in Sacramento will stretch existing library resources to meet the growing demand for services.
- \* Cross-train library employees allowing libraries to more quickly respond to changes in service demands and expectations.
- \* Continue to explore methods for binding library materials that will provide the best level of preservation based on material type and use.
- \* Increase outreach efforts to ensure that a strong level of communication exists between the library and its primary clientele.
- \* Continue to evolve a user-friendly library web presence that is critical to researchers effective use of library resources.
- \* Modify and improve the process used to accept of gifts-in-kind (primarily book materials).
- \* Modify operating procedures for the Library Book Sale in order ensure cost recovery.
- \* Revise planning and preparation manuals to reflect current policy and procedures (e.g., the OE&E Procedures Manual, the Disaster Preparedness Manual, etc.) and place them online.
- \* Plan for the replacement of library employees in an environment of higher than normal retirements.
- \* Implement new technologies in the Library Personnel Office.