TOWN HALL Webcast

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Questions may be asked in person or via Adobe Connect

This session will be RECORDED and ARCHIVED for future viewing, including the Q&A portion, from the Library’s web site

http://lib.ucdavis.edu/dept/admin/plan/
Today’s Agenda

Part I: State of the Library Report

Part II: Proposed Organizational Design

Part III: Implementation Process & Next Steps

Q&A
STATE OF THE LIBRARY REPORT

Part I
Reminder: Forces of Change

Library Collections & Scholarly Communication
- Rapid shift to digital, licensed, Open Access
- Continuous decline in print circulation and ILL
- Diversification of scholarly resources (e.g. data and software)
- Discovery starting elsewhere (e.g. Google, Wikipedia, PubMed)
- Patron expectations for ease-of-use

Space
- Student demand for study space (less so for collection access)
- Diminishing demand from faculty (digital access preferred)
- Competing demands for central campus locations (e.g. UWP)
Reminder: Forces of Change

**Instruction/Information Literacy**
- Intuitively important but hard to link to student success
- Little faculty interest
- Current approach won’t scale to 35,000+ students

**Research Support**
- Declining reference requests
- Increasing need for help finding/managing/using non-traditional materials (e.g., datasets, software, protocols)
Reminder: Forces of Change

↑ Interdisciplinarity

↑ Internationalization

↑ Internet-centricity
State of the Library Report: NATIONAL

• Open Access
  • Pressure to provide access to tax-funded research
  • White House OSTP mandate, FASTR bill, California AB 609

• Higher Ed
  • High pressure to reduce costs, hold tuition flat (Obama, Brown)
  • Online Education is a high priority, including MOOCs

• Research
  • “Big Data” (Obama’s ‘big data’ presidency, NIH’s ‘BD2K’ initiative)
  • Accelerated adoption of “Cloud” technology by researchers
State of the Library Report: CAMPUS

• Ranked #1 agriculture program in the world

• “One Davis” (Davis + Sacramento)

• 2020 Initiative underway

• Academic Senate Open Access Policy passed

• Technology infrastructure shifting (box.com, msft 365)
State of the Library Report: BUDGET

- FY14 Budget increase to base budget
  - Total FY14 budget is >$20m
  - Increase linked to campus priorities
    - More collection funding to cover inflation
    - More student employee funding

- Development program launched
  - Part of the campus’s Annual Fund; reaching out to parents & emeritii
  - Overhauled gift funds and processing, website giving section
  - Working with campus DEVAR staff to tell the Library’s story

- Extramural Grants
  - 3 new projects started (CLIR, IFHA, LSTA) and 2 pending
State of the Library Report: COLLECTIONS

- Several major e-journal licenses under renegotiation (T&F, Sage, Elsevier)

- Digitization Projects ongoing
  - Google Books
  - LSTA grants (California agricultural, Giannini Foundation publications)

- Data Curation Projects starting
  - CLIR postdoc in neuroscience
  - Data Science Institute

- Preparing for an ILS replacement
  - Systemwide working group
  - IMLS project for 2013-15
State of the Library Report:  
SCHOLARLY COMMUNICATIONS

• Open Access Activities
  • OA support group
  • OA fund

• Projects
  • IFHA project on “Innovating the Communication of Scholarly Research”
  • Project with CDL to investigate “Gold” Open Access implications for libraries
  • AAU/APLU/ARL SHARE initiative
State of the Library Report: GOVERNANCE

• New Strategic Plan

• New UC systemwide (CoUL) Advisory Structure

• New Student Library Advisory Group, regular contact with GSA

• Student Survey in Fall 2012 (will repeat in 2013-14)
PROPOSED LIBRARY ORGANIZATIONAL DESIGN

Part II
Mission

Advance the community’s success and impact through knowledge stewardship.

The University Library advances the success and impact of the UC Davis community by providing access to, expert assistance with, and stewardship of recorded knowledge; by investing in environments conducive to study, learning, and collaborative research; and by collecting and stewarding its contributions to knowledge and society, i.e. the careful and responsible management of the record of scholarship done by UC Davis faculty and researchers, made globally available and preserved for the future.
Vision

The Library is the academic hub of UC Davis, advancing research, education and innovation in a networked world.

The UC Davis University Library will be an interdisciplinary resource for the entire community that enables transformative research and education through its provision of critical scholarship, tools and services.
Context for New Org Design

• Mandate from campus administration for change to respond to Forces of Change and new campus priorities

• New Strategic Plan

• Not downsizing, re-orienting

• Not just reporting lines but other aspects too e.g. governance, communications, and competencies
Timeline from Last Year

- February/March
  - Strategic Plan finalized
  - Outreach to faculty, students, administration

- Beyond March
  - Begin Organizational Structure review
  - Begin Organizational Excellence reviews

September 24, 2013
UC Davis University Library Town Hall
New Leadership Structure defined last June
One Library for UC Davis

One library maximizes

• operational efficiencies
• consistent services
• new, interdisciplinary services

While maintaining discipline-specific approaches to supporting research, teaching, and learning

by implementing a matrix structure
Organizational Structure

**Directorate** — portfolio of departments, projects, and programs for which a director-level administrator (Associate or Assistant Director) is responsible.

**Department** — administrative unit within directorates that defines the primary organizational structure for the purposes of performance management and HR support (e.g. leave time). Can include “units” and “subunits”.
Organizational Structure

Program — non-administrative unit providing one or more services. Most are “client-facing”, some are internal. Often pool resources from more than one department or directorate.

Communities of Practice — a group of people who share a common interest in a particular domain or area and who share information and experiences to support their professional development.
Communities of Practice

*e.g. Grouped by Discipline*

- Humanities
- Social Sciences
- Physical Sciences
- Life Sciences
- Clinical Sciences

*e.g. Grouped by Research Methodologies*

- Computational
- Primarily print-based
- Primarily online-based
University Librarian

- Overall leadership & strategic planning, aligning activities with strategy; Oversee strategic initiatives and resource development.

- Managing external relations for shared governance (e.g. with the campus administration, Academic Senate and Federation, other key partnerships)

- Ultimate responsibility for decisions affecting policy, programs, budget and other resources

Responsible for overall Strategic Plan
Deputy University Librarian & Chief of Staff

• Director of operations and coordinator of staff activities, particularly the Library Leadership team

• Oversees communications, assessment program, long-range facilities planning, partnership negotiations

Responsible for Strategic Goals 5 & 6:

Revitalize library spaces for a growing community of learners and a changing research environment; Maximize the library’s efficiency, effectiveness, and impact in pursuit of our mission
Online Platform Directorate

- Chief Technology Strategist

- Designs and develops technology platform(s) for all Library activities and online client services

- Manages partnerships with IT groups on campus, across UC, and external (e.g., Google, HathiTrust, DPLA, Kuali)

- Coordinates digitization technologies and digital asset management

Responsible for Strategic Goal 1:

Create a world-class virtual library designed for the digital era
Administrative Services

Administrative Services
(H. Henry)

- Labor Relations
- Grants Management
- HR & Financial Services
  (K. Childs-Floyd)
- Office Management & Library Data Analysis Services
- IT Infrastructure Services
  (D. Snapp)
- Facilities Management
- Safety

Key
- Directorate
- Department
- Unit
- Subunit
- Program
ADMINISTRATIVE SERVICES

**Scope:** The Directorate for Administrative Services provides and/or coordinates a full range of human resources, financial, facilities, safety, information technology infrastructure, library data analysis and office management programs and services in support of library staff and managers in the achievement of the Library’s strategic objectives.
Administrative Services Consists of:

- Human Resources and Financial Services Department
- Information Technology Infrastructure Department
- Office Management and Data Analysis Services Unit
- Facilities Management Unit
Human Resources and Financial Services Department

**Scope:** The Human Resources and Financial Services Department is responsible for library human resources functions, developing and monitoring budgets and the associated data analysis, purchasing services, and providing financial management and reports for extramural funded proposals and awards.

- Human Resources (Staff, Student and Academic)
- Budget Management
- Book Fund Accounting
- Purchasing & Accounts Receivable and Payable
- Payroll
- Contracts
- Compliance
- Labor Relations Program
- Grants Management Program
Information Technology
Infrastructure Department

• **Scope:** Information Technology Infrastructure Services Department provides and supports desktop and library enterprise level systems, the requisite server infrastructure for library applications and data, and ensures compliance with campus and industry policies and best practices.

  • Workstations Support
  • Enterprise Systems Support
  • Windows Administration
  • Server & Network Administration
  • Compliance
Office Management and Library Data Analysis Services Unit

• **Scope:** The Office Management and Library Data Analysis Service Unit provides administrative support to the Library Administration Office, serves as a liaison to campus departments, administrative offices and external sources, provides travel, entertainment and gift acceptance processing, supports mail and receiving functions, and provides analysis and reporting of library data to local and national entities.

• Administration Office
• Gift Acceptance & Processing
• Travel & Entertainment
• Administration Web Presence
• Mail Services
• Library Administrative Analysis & Reporting
• Academic Personnel - during transition
Facilities Management Unit

• **Scope:** The Facilities Management Services Unit is responsible for library facilities maintenance and space inventory, emergency and disaster preparedness as well as health and safety of the staff and visitors to the Library and serves as the Library’s liaison to campus Facilities departments, custodial, UCD Police and Fire Departments.

  • Facilities Resource Maintenance and Safety
  • Space Inventory
  • Compliance
  • Safety Program
Administrative Services

Strategic Goal 6: Maximize the library’s efficiency, effectiveness, and impact in pursuit of our mission
COLLECTION SERVICES

**Scope:** Harmonizes collections and services by blending the art and science of collection development & management.
Collection Services Consists Of:

Departments:
- Collection Strategies
- Content Support Services

Programs:
- Data Services
- Metadata & Linked Data Strategies
- Preservation
- University Archives & Institutional Analytics
- Digitization Coordination
Collection Strategies

Scope:
• Focuses on selection, deselection, relocation/transfer, reformatting decisions regarding content used and accessed by UC Davis faculty, staff, and students
• Uses evidence and trend data to inform decisions

Programs:
• Data Services
• University Archives and Institutional Analytics
Content Support Services

**Scope:**

- Manages and stewards content
- Emphasizes flexible, efficient production processes leveraging technology and workflow economies
- Identifies and experiments with strategies/methods to ensure more robust discoverability of content used and created by UC Davis faculty, staff, and students

**Administrative Units & Programs:**

- Acquisitions, Maintenance, Cataloging and Metadata Services
- Data Services, Metadata & Linked Data Strategies, Preservation, University Archives & Institutional Analytics, Digitization Coordination
Collection Services

Strategic Goal 4: Maximize the community’s access to the comprehensive collection of knowledge
Scope: The Directorate for Academic Services connects the services and collections of the University Library to the academic, research and patient care needs of the UC Davis faculty, students, and staff.
Academic Services Consists Of:

- Access & Delivery Services Department
- Research Services Department
- Teaching & Learning Services Department
- Special Collections Department
Access and Delivery Services

Scope:
Access and Delivery Services is responsible for system-wide access services functions, patron fulfillment needs as well as the day-to-day building operations for the University Library.

- Circulation & Equipment Loans
- Building Services
  - Security Services
- Stacks Services
- Reserves Services
- ILL Services
  - Document Delivery Services
Research Services

Scope:

• Research Services is the primary public facing academic support department.

• This unit supports subject specific reference; basic instruction; research and scholarship; and patient care needs both in person and digitally for students, faculty and staff.

• Research Support Services:
  • Outreach & Engagement
  • Reference & Instruction
  • Blaisdell Medical Library
Research Services (cont)

- Research Services will interface with Collection Strategies, part of the true matrix approach

- Department design encourages Communities of Practice
  - Home base for working groups & cross-disciplinary work
  - Subject liaisons may belong to more than one community
  - Hubs for sharing of collections, public services, or curriculum information. Examples:

  Humanities  Life Sciences  Computational  Social Sciences
  Clinical Sciences  Format  Physical Sciences  Data
Teaching & Learning Services

Scope:

• Teaching & Learning Services is charged to develop a scalable instruction framework that contributes to campus initiatives related to student learning.

• Leads and facilitates creation & continued development of online learning objects that can be re-appropriated as needed, in partnership with UCD faculty.

• Incorporates curriculum mapping, learning outcomes and assessment.

• Builds a Library-wide commitment to effective instruction.
Special Collections

Scope:

• Special Collections is the connector of cultural heritage collections to the Library patron.

• By actively partnering with the other Academic Service Units, Special Collections will provide access to collections via reference, instruction, ILL, and outreach activities.

• Physical maps will be nested within Special Collections
Academic Services

Strategic Goal 2: Increase UC Davis's research impact

Strategic Goal 3: Improve UC Davis’s educational quality by preparing its students for life-long learning
Matrix Structures

- Combines administrative and service-oriented structures
- Give the organization flexibility to meet evolving needs
- Easier to launch a program/project than a department
- Staff organization groups people with similar functions (e.g. reference, programming, cataloging)
- Not a “dotted line” reporting structure
Governance & Communications

Revising Library Leadership structures

- Executive Leadership Team
- Library Leadership Team
  - Exec Leadership Team + Department Heads and Program Leads
- Groups defined by topical need (e.g. policy, budget, collections) rather than job titles

Revisiting staff feedback mechanisms

Revising library-wide communication practices

- More transparency (e.g. meeting agendas and minutes)
- More opportunities for staff to contribute
Assessment & Competencies

Assessment
Activities associated with *describing and measuring performance* through qualitative and quantitative methods, including surveys, benchmarking, and data analysis, and *using the results to inform decision-making*.

Competencies
Combination of skills, knowledge and behavior needed to perform a given job.
- e.g. project management
- e.g. consistent communication practices
IMPLEMENTATION PROCESS & NEXT STEPS

Part III
Implementation Project

• Library executive leadership owns the plan

• Project Manager (Helen Henry) manages the project schedule

• Organizational Redesign Project Steering Committee advises, plans and facilitates activities to support transition

• Staff provide feedback and participate in transition activities
ORPSC Membership

- Helen Henry, convener
- Michael Colby
- Matthew Conner
- Nancy Ervin
- Sara Gunasekara
- Robin Gustafson
- Bob Heyer-Gray
- Katherine Kott (consultant)
Implementation: A Balanced Approach

• Allow enough time to insure support for current essential services and compliance with agreements

• Move forward to enable new strategic directions as quickly as possible
From Planning to Implementation

• Town Hall launches implementation phase
Project Beginning

- Approximate duration—now through end of calendar year

- New Directorates defined by November 1
  - Director level positions defined
  - Current departmental reporting relationships unchanged
  - Departmental realignments will occur over time

- Searches launched (in process)

- HR positioned to support transition
  - Meetings with Labor Relations, etc.
Project Middle

- Duration—from early 2014 through spring 2014

- New programs launched
  - New opportunities identified

- Some business process review/adjustment of work complete

- Align positions with new structure

- Skills assessment workshops available (early 2014)
Project End

• By July 2014

• Administrative structure in place

• Some new programs launched

• Key leadership positions filled

• Lateral processes in place to support effective matrix management/communication
Staff Wiki

• Project plan updates

• Important events and milestones

• Background material
  • Readings
  • Glossary
Opportunities for Communication

• Send comments and questions at any time to orpsc@lib.ucdavis.edu

• Feedback sessions scheduled for Sept 26th

• Talk with your supervisor/department head
Finalize Project Plan

• Add dates for implementation steps

• Incorporate feedback

• Ongoing activity this quarter
Summary

New Directorates in place (November 2013)

Implementation schedule published (December 2013)

Implementation complete (July 2014)
THE CHRONICLE OF HIGHER EDUCATION

Commentary

September 23, 2013

Take It From an Ex-Journalist: Adapt or Die

By Byron P. White

Somewhere between our group’s discussion of three-year bachelor’s degrees and its deliberation over the value of general-education courses, the sensation swept over me: I’ve seen this before—or at least something close to it. Déjà vu.

The people engaged in the conversation were different this time. They were members of Cleveland State University’s senior leadership team. We had gathered for President Ronald Berkman’s annual two-day fall retreat, which began with an overview of the forces that drive change in higher education.
Summary

For the University Library to evolve and become a Learning Organization in our changing environment we need *all of you* to be engaged, participate, and help us make the Library

"the academic hub of UC Davis, advancing research, education and innovation in a networked world."
	his new organizational design is a critical step
QUESTIONS?

Send additional questions and feedback to Katherine, MacKenzie, AdCom, Department Heads, the ORPSC, or bring them to the open meetings.

Documents and presentations will be posted soon on the staff wiki and the Library’s website.