

UC DAVIS UNIVERSITY LIBRARY TOWN HALL

Spring Quarter 2013

TOWN HALL Webcast

This session is being live Webcast with Adobe Connect

Questions may be asked in person or via Adobe Connect

This session is also being **RECORDED** and **ARCHIVED** for future viewing, including the Q&A portion

Overview

Strategic Plan Update

Proposed New Organizational Design

Beyond Organizational Structure

Implementation Strategy & Next Steps

Q&A

STRATEGIC PLAN UPDATE

Recap of Strategic Plan Rationale

A new Strategic Plan for the University Library will

- Inform difficult choices and investments going forward
- Help us talk about our work with the community
- Keep us relevant in the future

Strategic Plan Review Process

- Discussed with library staff at open meetings
- Presented to University Administration, Academic Senate and Health Science Library Committees, various ad hoc faculty groups
- Sent to library faculty liaisons and department chairs for further distribution and comment
- Announced on Library website, Friday Updates
- Revised based on feedback

Scale	Sustainability	Interdisciplinarity	Partnerships	Organizational excellence	Public service	Community	Globalization	Assessment/Accountability	Impact
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Organization & Governance

"Maximize the library's effectiveness and impact in pursuit of our mission"

- update organizational structure and implement Organizational Excellence
- improve assessment and data-driven decision-making
- stabilize funding
- strengthen governance

Online Platform

"Create a world-class virtual library environment"

- create compelling "virtual library"
- provide easier access to digital collections
- improve online infrastructure, tools, and services

Dimensions & Themes
(Vision of Excellence, 2020 Plan, etc.)

Research

"Increase UC Davis's research impact"

- offer appropriate data curation services
- support research collaboration tools
- provide alternative publishing strategies

UC Davis University Library Draft Strategic Plan 2013-2016

Education

"Improve UC Davis's educational quality by preparing students for life-long learning"

- teach life-long information research skills
- document impact on student success
- bring the library to the online classroom
- provide access to online educational materials

Buildings

"Revitalize library spaces for a growing community of learners and a changing research environment"

- improve study spaces
- rethink building uses for current campus configuration
- provide quality space with appropriate technologies
- facilitate staff in-person interaction

Mission, Vision, Values

Collections

"Maximize the community's access to the comprehensive collection of knowledge"

- provide access to comprehensive and excellent collections
- digitize print collections
- preserve scholarship in all formats

Infrastructure

Programs

MISSION

"Advance the community's success and impact through knowledge stewardship"

VISION

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

VALUES

"We are a broadly collaborative and client-centered organization that values high quality scholarship, learning, and service to our community. We provide a work environment of integrity, respect and transparency, and a staff characterized by professional excellence, diversity, flexibility, and risk-taking."

GOAL 1: Create a world-class virtual library designed for the digital era

Subgoal 1: Develop a compelling “virtual library” experience that incorporates remote, digital resources and accommodates remote, online users.

Subgoal 2: Significantly improve the experience and efficiency of our clients’ online discovery of, access to, and interaction with our digital collections.

Subgoal 3: Partner with the UC Library system and UC Davis technology groups to develop excellent and cost-effective online infrastructure, tools, and services in support of e-research and e-collections.

GOAL 2: Increase UC Davis's research impact

Subgoal 1: Define and develop high quality, scalable research data curation tools and services that help researchers comply with funding requirements, support research reproducibility, and increase the visibility and impact of their work.

Subgoal 2: Provide innovative library services that foster research collaborations among faculty, students, and researchers, at UC Davis and beyond.

Subgoal 3: Support transformative, sustainable, and high impact publishing strategies for the UC Davis research community, particularly those that encourage open sharing of information and reuse of data.

GOAL 3: Improve UC Davis's educational quality by preparing its students for life-long learning

Subgoal 1: Develop innovative and compelling approaches to life-long learning of scholarly resource discovery, assessment, and evaluation, especially those leveraging online technologies to address the needs of our increasingly large and diverse population of scholars.

Subgoal 2: Identify and implement assessment methods that document the positive impact on student success from using diverse library collections and sophisticated information discovery strategies.

Subgoal 3: Partner with UC Davis faculty and academic technology groups to integrate the library's collections and services into the emerging online learning platforms.

Subgoal 4: Improve the student learning experience by acquiring high quality and cost effective online teaching materials (e.g. licensed e-textbooks and Open Educational Resources).

GOAL 4: Maximize the community's access to the comprehensive collection of knowledge

Subgoal 1: In partnership with the UC Library system and the broader library community, provide outstanding and comprehensive collections that support UC Davis's research, education, and clinical care programs.

Subgoal 2: Increase availability of high quality online collections digitized from the UC Davis Library and the UC Library systems' rich print collections and archives.

Subgoal 3: Insure that the record of scholarship and research in all formats is preserved for future access.

GOAL 5: Revitalize library spaces for a growing community of learners and a changing research environment

Subgoal 1: provide attractive, welcoming, safe and technologically-enhanced library spaces for private study and reflection, and interactive, cross-disciplinary collaboration, particularly for students.

Subgoal 2: Leverage strategic advantages of each library location to develop synergistic services with the local academic and research programs.

Subgoal 3: In partnership with complementary academic and research support units, create physical spaces that enable effective library staff interaction with the community of faculty and researchers.

GOAL 6: Maximize the library's efficiency, effectiveness, and impact in pursuit of our mission

Subgoal 1: Create an organizational structure that reflects the interdisciplinary nature of UC Davis and implements Organization Excellence across the library's functions, with a skilled and engaged workforce aligned with library priorities and campus goals.

Subgoal 2: With partners across the UC Davis campus and the UC Library system, achieve efficiency and effectiveness through a culture and practice of continuous improvement, careful assessment, and data-driven decision-making.

Subgoal 3: Improve and stabilize the library's funding model for its core services, and develop new means to increase experimentation and innovation across the organization.

Subgoal 4: Improve the library's advisory and governance structure to reflect the needs of the entire community, including faculty, students, researchers, and staff.

Strategic Plan Next Steps

- Departmental and program plans at next level of detail
- Operational Excellence reviews of key library operations
- ***Re-evaluate Library's organizational structure***
- Measure progress, reassess regularly

Ongoing process of continual improvement and course correction

Goal 6, Subgoal 1

“Create an organizational structure that reflects the interdisciplinary nature of UC Davis and implements Organization Excellence across the library’s functions, with a skilled and engaged workforce aligned with library priorities and campus goals.”



UNITED STATES POST OFFICE

Becoming a Learning Organization

Be *strategic, experimental, and adaptive*. Question everything. Assess everything.

Know our context: UC Davis : UC : California : global libraries

Know our clients: faculty and researchers : students and parents : taxpayers, donors and funders

How can we “do less with less”?

ONE LIBRARY

A new organizational design for the UC Davis University Library

UC Davis University Library: *One Library*

One library maximizes

- operational efficiencies
- consistent services
- new, interdisciplinary services

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

New Organizational Design Goals

- The organizational design will support the Strategic Plan
- Top level changes re-orient the Library towards *functional* priorities and away from *disciplinary* silos
(unsuited to an increasingly interdisciplinary environment)
- Include lateral processes for communication, mechanisms to support continuous innovation across the entire organization
- Achieved with a matrix reporting structure

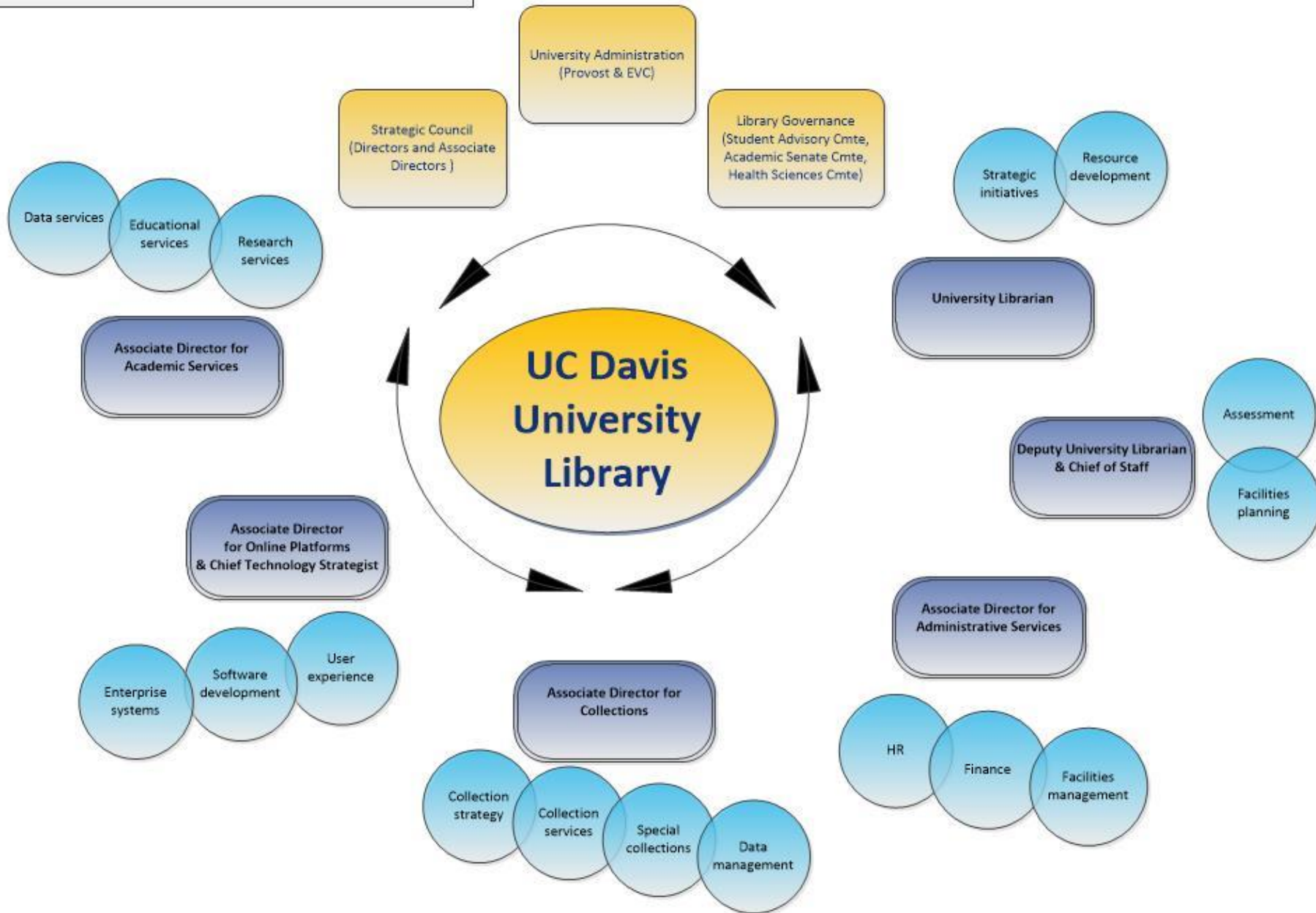
Organizational Structure

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

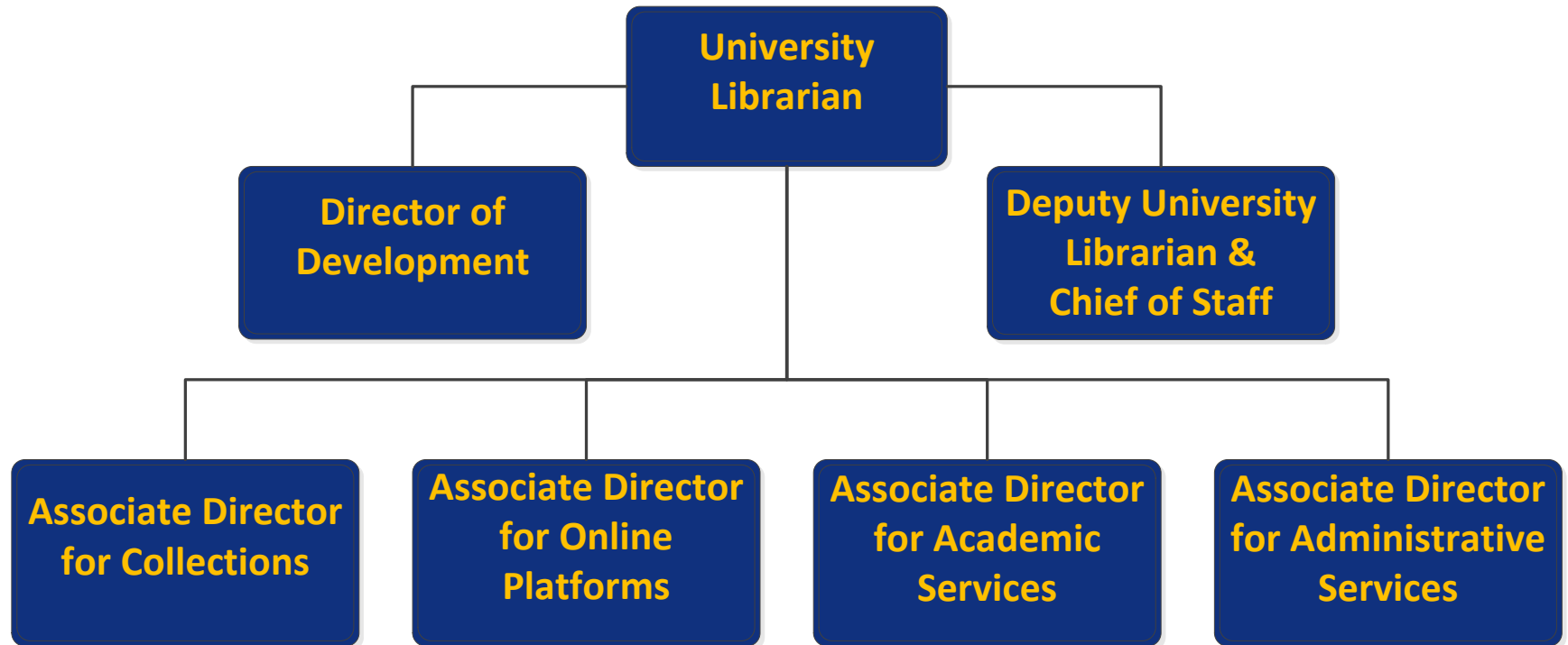
Department — administrative unit within a directorate that defines the primary organizational structure for the purposes of performance management and human resources support (e.g. leave time)

Program — unit providing a service or suite of services. Usually include a “client-facing” component and pool resources from more than one department or directorate

UC Davis University Library
Organizational Design (2013-14)



New Leadership Structure



University Librarian

- Overall leadership & strategic planning, insuring that activities align with strategy; Oversee strategic initiatives and resource development
- Managing external relations for shared governance (e.g. with the 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 senior leadership team
- Also manages external 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 and Maximize the library's efficiency, effectiveness, and impact in pursuit of our mission

Associate Director for Online Platform

- Chief Technology Strategist
- Design and develop technology platform(s) for all Library activities, current and future
- Manage partnerships with IT groups on campus, across UC, and external (e.g., Google, HathiTrust, DPLA, Kualii)
- Coordinate digitization technologies and digital asset management

Responsible for Strategic Goal 1

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

Associate Director for Academic Services

- Combines research support activities in one directorate
- Reconfigured education program for the 2020 and online education era
- Defines new services, e.g., for Big Data analysis, Researcher Profiles, MOOC support

Responsible for Strategic Goals 2 and 3

**Increase UC Davis's research impact and
Improve UC Davis's educational quality by preparing its
students for life-long learning**

Associate Director for Collections

Responsible for all aspects of our collection strategy and operations

- General and special, print and electronic, externally acquired and locally sourced
- Coordinated across UC system, national consortia
- Overseeing major initiatives (e.g. Google Books)

Responsible for Strategic Goal 4

Maximize the community's access to the comprehensive collection of knowledge

Associate Director for Administrative Services

Portfolio includes

- HR
- Budget
- Facilities management
- Technology infrastructure management
- Administrative office services

Responsible for Strategic Goal 6

Maximize the library's efficiency, effectiveness, and impact in pursuit of our mission

BEYOND STRUCTURE TO DESIGN

Beyond structure to design

- Culture/Values
- Communication
- Decision-making processes
- Leadership/Strategy
- Operations/Innovation

Values

- We are a broadly collaborative and client-centered organization that values high quality scholarship, learning, and service to our community.
- We provide a work environment of integrity, respect and transparency, and a staff characterized by excellence, diversity, flexibility, and risk-taking.

Enact

- Establish clear processes & expectations for sharing information
- Define mechanisms for decision-making
- Use good meeting practices
 - Insure group has a clear purpose
 - Facilitate
 - Begin and end on time
 - Use agendas
 - Track progress on action items
 - Disband groups when they are no longer needed

Leadership, strategy, governance

- The UL
- The Strategic Council or Executive Leadership Team
- Faculty and student advisory groups
- And YOU!!

Creating capacity for continuous change

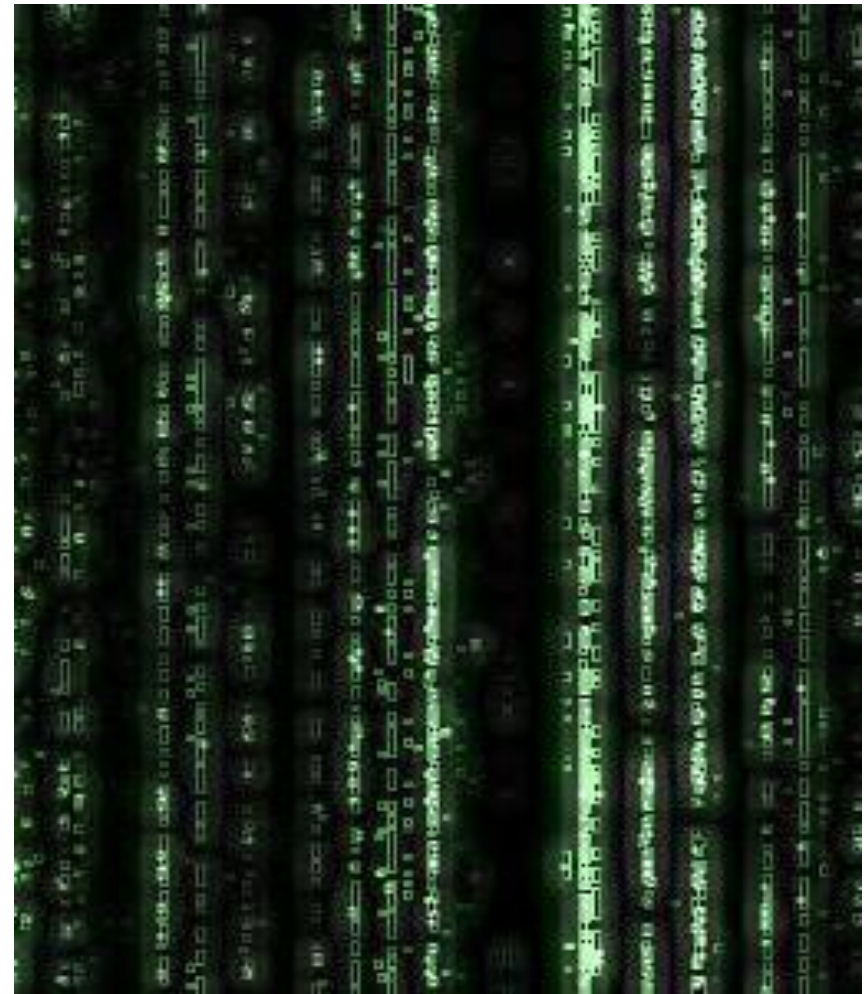
- Operations

- Coordinate at the overall organizational level

- Innovation

- Can come from anywhere in the organization
- Depends on staff members who are flexible and willing to take risks

The Matrix



Collaboration

- System wide
 - Changing advisory structure
 - Level of participation?
- With other campus units
 - IET
 - Organizational Excellence

HOW WILL WE DO THIS?

Q: Why are the Libraries re-organizing?

Why now?

A: UC Davis has been in continuous evolution for many years with various Schools, Divisions, Departments and Centers opening, closing, merging and splitting in response to changes in the university's research and educational priorities. Throughout this period of organizational evolution, the University Library has not kept up with these changes in its service portfolio across disciplines and programs. The proposed organizational redesign will once again align the Library to effectively serve the research, learning, and teaching requirements of UC Davis while adopting organizational practices that will keep us in sync with future changes.

In 2012 the UC Davis University Library developed a new Strategic Plan that identifies its strengths, weaknesses and where it needs to make new investments to meet the changing needs of the campus. As use of online materials and online social interactions continue to grow while use of the print collections and buildings diminishes and changes, we need to find ways to balance continued support of traditional collections with significant investment in new virtual library platforms. We also need to accommodate the growing interdisciplinarity of the campus's research and teaching profile while continuing to support the unique aspects of different disciplines. Our Plan addresses both of these challenges.

In a highly networked world and in the age of Google, we need to be structured differently if we are to continue to serve as the university's academic and interdisciplinary hub.

Timing

Fall 2013: Phase 1

- New organizational structure implemented,
- Little or no changes to current positions

July of 2014: complete Phase 2

- New senior leadership positions in place
- New staff positions and organizational processes in place
- Assessment and evaluation process underway

Next Steps

- Leadership team will work on next level of design (departments and programs)
- Working sessions to get input from staff on the design
- Staff committee will be established to work with the leadership team, LAUC-D, Organizational Excellence, HR, Labor Relations, and other key stakeholders
- Planning for staff self-assessment; training in stress management and resilience, and managing through transition, as needed

YOUR TURN

Questions?