Positioning Academic Libraries for the Future: A Process and Strategy for Organizational Transformation
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IATUL
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Changes and Challenges

• Scholarly Research and Teaching Practices

• Librarianship

• University of Kansas (KU)

• KU Libraries
Organizational Review Team

Charges
- Assess the current organizational structure
- Identify existing functions and cross-functional areas therein
- Identify new and vital positions or functional areas as required by the strategic plan
- Make recommendations to the Dean

Team Structure
Timeline for Activities

- Investigate other ORG CHANNEL processes
  - Benchmark best practices
  - Consultation with Kathleen Ames-Oliver

- Assess current structure
  - Identify cross-functional areas
  - Evaluate alignment to Strategic Plan

- Conduct gap analysis
  - Identify new & vital positions

- Formulate and discuss recommendations

- Prepare report
ORT Processes and Activities

Inventories
Focus Groups
“Design Your Own Organizational Chart”
Survey of Supervisors
Affinity Diagramming
Facilitators

FG questions:
QUESTION 1 – What is [the unit/department/team]’s core purpose?
QUESTION 2 – What are the major activities that [the unit/department/team] performs that support its core purpose?
QUESTION 3a. – What activities does [the unit/department/team] perform which do not directly support its core purpose?
QUESTION 3b. – What major activities should [the unit/department/team] be performing that it is not currently?
QUESTION 4. – How do [the unit/department/team]’s major activities support the Strategic Plan (if they do)?
QUESTION 5. – If you were in charge with unlimited resources, what changes would you make?
Major function grouping from inventories
ORT Processes and Activities
Analysis

Inventories

Focus Groups

Design Your Own Organizational Chart

Supervisor Surveys

Libraries Strategic Plan Status

Mind-mapping
Recommendations and Implementation
Schol Comm
Exhibits
Digital Research and Publishing
Course/Curriculum Integration
HS/Community Outreach
Not OD
## Successes and Challenges

<table>
<thead>
<tr>
<th>Successes</th>
<th>Challenges</th>
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<tbody>
<tr>
<td>• CFIs (limited)</td>
<td>• Content Development</td>
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<td>• Organizational Development</td>
<td>• Faculty librarians off reference desk</td>
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<td>• Innovation &amp; Strategy Division</td>
<td>• Subject and Functional Expertise questions</td>
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<td>• Improved collaboration</td>
<td>• Instruction Model</td>
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<td>• Critical positions filled</td>
<td>• Consultation Model</td>
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Reflecting on ORT

- A bottom-up effort
- Inclusive
- Significant data collection
- Internal facilitator/consultant
Thank you

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