



The University of Guelph Library Organizational Renewal Initiative

Organizational Model and Design

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Executive Summary

In 2006/07 the Library set out strategic directions for the next five years in the integrated plan, and in 2008 a review of the Academic Liaison Services was conducted that made significant recommendations about how the Library is organized and the way we work together. Together these documents have served as catalysts for change. That change must occur has been made even more apparent given the current economic climate. The Library has seen increasing costs for information resources, a volatile currency exchange rate and University budget reductions. Within the context of our own strategic planning, reviews of services, and the economic climate, the Library embarked on an organizational renewal process that would be as open and collaborative as possible, involving all major employee groups.

The change we are aiming for does not happen overnight, so the Library Executive, with the assistance of an organizational development specialist Meghan Kirwin of The Kirwin Group Inc., established a plan to guide the process of organizational renewal. To start the process the Library established a shared vision: *to be central to the University community as a valued facilitator, partner and catalyst for learning, research and knowledge-creation on campus*. It also identified eight core values: learning, service, intellectual freedom, stewardship, access, innovation, communication and integrity.

In order to realize our vision the University of Guelph Library aims to build an organizational culture and team-based structure that allows us to live our values to their fullest and aligns our human resources with our strategic priorities. We want to foster a culture that encourages innovation, agility, collaboration, and exceptional service to our community and a team-based structure will help us develop a shared accountability.

All teams are charged with and supported in program and service delivery and development, assessment and evaluation, communication and outreach or collaboration, and, innovation. However, given the size of our organization, the properties of each strategic area, and the integrated nature of our work, it is not logical or desirable to simply split the organization into five teams. Borrowing from the organizational design principles applied at the University of Arizona Libraries we have identified the following types of teams that will make up our organization: *functional teams* are organized around a shared responsibility for functional work; *integrative services teams* are organized around a specific user group(s) and provide a suite of services; *infrastructure teams* focus on providing the infrastructure support that enables integrative services and functional teams to do their jobs effectively; and *cross-functional teams* draw members from across the Library's teams to manage system-wide or cross-functional work. Larger teams are broken down into work teams.

Functional Teams and their internal work teams are as follows:

Information Resources is responsible for the development and curation of the Library's collections and for ensuring responsive and proactive support for the learning, teaching and research enterprise by providing a coordinated approach to collection development and management. Its three work teams are the Information Resources Steering Team, Collection Development, Collection Management and Acquisitions.

Discovery and Access works to improve each user's library experience by studying our users' behaviours and needs and by exploring, adopting, and developing new and different technologies, services, and techniques in collaboration with the Library's other strategic teams. Its four work teams are User Experience, Help, Design, and Operations.

Archival and Special Collections focuses on capturing, preserving, arranging, describing and making accessible Guelph's special, rare, and archival information resources. This area is responsible for the development, curation and preservation of unique collections which also support the University's learning, teaching and research programs, and those of the wider research community. Its three work teams are Collection Development, Acquisitions and Processing; Collections and Facilities Management; and Public Service and Outreach.

Integrative Service Teams and their internal work teams are as follows:

Learning and Curriculum Support advances the educational enterprise of the University and the mandate of the Library by enhancing learning through the provision of expertise, leadership, services and resources that support academic objectives and foster lifelong learning. Its three work teams are Coordination and Awareness, Program Development and Delivery, and Learning Tools.

Research Enterprise and Scholarly Communications will support, enable, and contribute to the research process on campus by engaging the research community, contributing to the research process, and raising awareness of and advocating for a transformation in scholarly communication. Its two work teams are Research Enterprise and Scholarly Communications.

Infrastructure Teams are as follows:

Systems Support Services provides and supports the information technology infrastructure that enables Library services and everyday work and provides our community with public computing capacity. They manage our networked services, provide core Library systems administration and support, manage our public and staff desktop, laptop and printing services, support our classroom technology, and are contracted to manage public computing labs for external departments on campus.

Organizational Services, a branch of the Office of the CIO, provides services in support of the Library and CCS. It will enable and contribute to the work of our functional and integrated services teams by providing services in the areas of finance, facilities, human resources and administrative services, communications, and evaluation and analysis.

Cross Functional Teams are as follows:

Library Management Team (LMT) – The Library Management Team is accountable for the operational management of the Library and participates in the strategic planning process, policy development, and budget management and resource allocation (staffing, financial, facilities equipment) across the Library.

Organizational Development Team (OD) – The Organizational Development Team will develop a strategy to support an organizational culture that reflects the values and mission of the Library and the University and align organizational development activities with our strategic directions. This team will also oversee the Internal Communications Strategy.

External Communications Team (EC) – The External Communications Team's purpose is to maximize exposure of the library's services, resources and activities, through effective marketing and promotion.

Web & Information Architecture Team (W&IA) – The Web and Information Architecture Team's primary mandate is to provide oversight of Library web services and information architecture through participation in planning, policy development, project oversight, and resource allocation.

Electronic Resources Management Team (ERM) – The Electronic Resources Management Team’s core purpose is to develop, populate, manage and troubleshoot the Library’s electronic resources management systems.

Digital Collections Team (DC) – The Digital Collections Team’s purpose is to provide clear policy standards and procedures for the creation and management of digitized content; these standards and procedures will guide and inform the digital collections work of other teams.

Copyright, Licensing, Legislation & Policy Compliance Team (CLLPC) – The Copyright, Licensing, Legislation & Policy Compliance cross-functional team serves as a central source of expertise regarding issues of copyright, licensing and legislation to the Library and the University community.

Evaluation and Assessment Team (E&A) – The Evaluation and Assessment Team’s purpose is to serve in an advisory capacity to the Library for evaluation and assessment activities. It will assist with the coordination creation, collection, storage, access and analysis of quantitative and qualitative inputs and provide evaluation and assessment tools and expertise.

In order to move to this new model, a number of transition issues have been identified to be addressed in the implementation plan and through organizational development initiatives. Foremost among these are questions and concerns about workload and staff reassignment, opportunities for staff training and development, and understanding the new leadership and management models.

A high-level implementation strategy has been drafted for this release of the new model to guide continued development of a detailed Implementation Plan. The core elements of the strategy include:

- ⇒ Internal and external communications plan
- ⇒ Selection and recruitment process
- ⇒ Training and development plan
- ⇒ Impact analysis and development of detailed transition plan
- ⇒ Facilities and technology requirements
- ⇒ Social events fostering team development

Organizational Renewal Context and Background

In 2006/07 the University and the Library set out our strategic directions for the next five years in the integrated plan. Since then the plans have continued to evolve and several other strategic documents have been released. The strategic directions presented on campus reflect the changing nature of the research and higher education context within which we work and place a renewed emphasis on the University's core learning objectives, calling for increased collaboration with our academic partners in the development of academic skills. They also necessitate a response to advances in technology and rapid changes in teaching, scholarly communication and publication. Furthermore, the strategic directions emphasize the growth of graduate programs and the research intensity of our University which clearly has implications for our collections and also provides an opportunity for the Library to play a new and different role in support of the University's research enterprise.

The recent review of Liaison Services examined this changing context and made significant recommendations to the Library about how it is organized and the way we work together. This review has been a catalyst for change and throughout the organizational renewal initiative we have broadened the conversation and considered many additional factors. One of the factors is the economic climate, which has seen increasing costs for information resources combined with a volatile currency exchange rate and University budget reductions. We are in the first year of a multi-year plan to reduce our budget as the University takes steps to eliminate its structural deficit. Over the next eighteen months through voluntary departures, the Library will reduce its staff complement by twelve positions. Although we do have some additional capacity available to us through investments in new positions, it is clear that as a part of this organizational renewal we need to closely examine the way we work, identify where we can realize efficiencies, and focus our efforts on our strategic priorities. It is time to consider whether our organizational culture and structure is aligned with the current and future strategic directions the Library must take.

Through this organizational renewal we hope to achieve the following:

- Continue to provide excellent service for our user community
- Create organizational focus around key Library and University strategic priorities
- Increase our agility and capacity for innovation
- Provide effective leadership and management and reduce unnecessary bureaucracy and hierarchy
- Strengthen personal leadership and empowerment
- Strengthen collaboration and communication, equipping individuals and teams with skills for success
- Clarify roles, responsibilities, and accountability
- Position the Library to become more efficient and effective in a time of reduced budgets

- Create a “learning organization” based on a shared vision, understanding, and commitment

The Process

Library Executive group members, with the assistance of an organizational development specialist Meghan Kirwin of The Kirwin Group Inc., established a plan to guide the process of organizational renewal, with eight objectives:

1. Develop a vision and values for the Library (completed)
2. Provide Library staff with opportunities to discuss the strengths and areas of development for the Library and identify opportunities as we re-envision the Library (completed)
3. Design and implement a new organizational structure (first draft completed)
4. Provide staff with proactive training preparing them to live our values, practice personal leadership, work well in teams, and realize the Library’s vision and strategic goals (under way)
5. Provide managers, librarians and professionals with the leadership skills and tools to develop culture, build teams and bring the values to life (underway)
6. Develop and implement an internal communication strategy (strategy completed, implementation underway)
7. Develop and implement an external communication strategy (underway)
8. Implement a performance development system across the Library (pending)

Progress toward objectives and key milestones include:

1. Meetings with Library departments to introduce organizational renewal (May 2008)
2. Vision and values workshop for all staff (June 2008)
3. Organizational design workshop for Library Council (June 2008)
4. Organizational Renewal Forum for all staff launched on Sharepoint (June 2008)
5. The Whole Brain: Thinking Style Preferences workshop offered to all staff (July-September 2008)
6. Managers hold departmental meetings to gather feedback on vision and values, and to discuss core responsibilities (July-August 2008)
7. Managers submit core responsibilities to Library Executive (mid-September 2008)
8. Library communication teams established and begin to develop plans (Internal Communications Team struck Fall 2008 - Report released February 2009)
9. Vision statement released for comment (September 2008)
10. Value statement finalized (September 2008)

11. Revised Library vision statement released for comment and finalized (October 2008)
12. Library Executive begins organization model design process—receives instruction in organizational design from consultant, conducts literature review, consults with four external organizations, reviews core responsibilities input, and develops a high-level model to present to working groups for refinement (mid-September—early November, organizational model released to Library December 2008)
13. Library Executive consults with Human Resources and Employee Relations and presents the model and proposed organizational design process to employee groups for their information (November 2008)
14. Five organizational design working groups, comprised of staff members from all employee groups (34 employees in total), are struck to advise on the mandate, goals, responsibilities, core competencies, and work team structure for each of the five strategic teams identified in the organizational model (January 2009—early-April 2009, Reports released April 15, 2009)
15. Communicating for Results workshops run for all staff (April–May, 2009)
16. Library Executive completes organizational design and prepares draft organizational structure (April 2009)
17. Library Executive consultations with HR, Employee Relations and the employee groups regarding design and implementation/transition processes (April and May 2009)
18. Organizational design and implementation plan released to organization (June 15, 2009)

The Values and Vision of the University of Guelph Library

A key factor in developing an organizational model that reflects our culture and future is to ensure we have clearly defined vision and values. Through a collaborative process the Library has defined the following vision and values.

Our Vision

To be central to the University community as a valued facilitator, partner and catalyst for learning, research and knowledge-creation on campus.

Our Core Values

Learning: The Library values learning and by providing services, instruction, resources, events, and facilities creates conditions that foster learning and the creation of new knowledge. Learning—continuously, effectively, and with integrity—underpins, suffuses, animates, and inspires all other library values.

Service: The Library strives to meet the needs of our community and achieve excellence in service. We manage our services and collections and work continuously to improve service by focusing on the needs of our user communities (internal and external). We are responsive, reliable and timely in the development and delivery of our services.

Intellectual Freedom: The Library protects and fosters intellectual freedom. We provide an environment and collection that does not censor information and makes individuals feel comfortable about exchanging ideas that may be considered unconventional, unpopular or controversial. We recognize that even though all ideas may not be embraced each should have a voice.

Stewardship: One of the core values of the Library is our ethical responsibility for stewardship. Stewardship encompasses both our responsibility for the care and preservation of knowledge and information resources entrusted to us, and its transmission to future generations. Our stewardship reflects a bond of trust between the Library and our community as well as our mutual interest in and commitment to the cultural and historical legacy of the human record.

Access: Ensuring equitable access to information and services is a core value of the Library. We provide impartial and non-judgmental access to resources and services. We strive to provide services, facilities, collections and systems that are accessible to all individuals.

Innovation: The Library values and fosters innovation. We are always seeking new and better ways of serving and working with the University community. We think creatively, embrace change and take risks. We empower individuals, foster collaboration, and build teams with the capacity to discover, create and act on opportunity.

Communication: The Library values open communication. We share information in a clear, timely and well thought-out manner. We actively listen to and engage one another in constructive conversations and fruitful collaboration. Our communications encompass and demonstrate all of our organizational values.

Integrity: The Library believes that an environment of trust, respect and integrity is core to our success. We focus on building relationships and credibility with others and demonstrate honesty in our work.

The University of Guelph Library – Moving to a Team-Based Organization

In order to realize our vision the University of Guelph Library aims to build an organizational culture and structure that allows us to live our values to their fullest and aligns our human resources with our strategic priorities. We want to foster a culture that encourages innovation, agility, collaboration, and exceptional service to our community. A team-based structure helps develop a shared accountability to meet the changing needs of our community and respond to rapid changes in the scholarly environment.

Teamwork is the ability to work together toward a common vision. It is the ability to direct individual accomplishments toward organizational objectives and is seen as one of the most untapped strategic opportunities in organizations today. When teamwork in an organization is working well there is high trust, shared accountability, and focus on results. Many innovative organizations have moved to a team-based structure to build an innovative and engaged organization. Teams are critical in leveraging individuals' strengths, encouraging collaborative decision-making, and fostering innovation.

It is critical for individuals when looking at a structural change to see its impact on their role in the organization. Some key benefits of a team-based structure include:

Focus on a Common Goal: Teams will be working together to achieve a shared end that will help the Library achieve its long term vision. Seeing the organization's goals closely aligned with team and personal goals is highly motivating and makes immediately apparent that each of us has a direct impact on the success of the organization.

Environment of Trust: A team based structure supports building a culture of trust. Trust is the foundation of a high-performance culture that is innovative, engaged and motivated.

Communication: This is probably the most important aspect in the success of any organization. Ongoing and widespread communication keeps everyone on the same page and heading in the same direction towards that common goal. A team-based organization is much more fluid and connected ensuring information is shared across the organization.

Autonomy: Most decisions will be made collaboratively within the team and each voice will have an opportunity to be heard. The opportunity to participate in team-planning, goal-setting, and decision-making increases the individual's job satisfaction and sense of empowerment.

Personal Growth & Development: Team members will continually assess their skills, have the opportunity to learn from their peers, and help determine their training and development needs. Employees will have the opportunity to participate on cross-functional teams which include diverse perspectives and expertise and enable individuals to engage in continuous learning.

In order for a team-based structure to work within our organization, a number of important elements need to be implemented:

Leadership: Ultimately for team-based structures to work, the Library will focus on creating a transformational leadership environment. This will be achieved through an approach to leadership that is focused on inspiring a shared vision, enabling others to act, challenging the process, modeling the way and fostering commitment. This will foster an environment where individuals continually grow, learn and engage actively in their work.

Roles and Responsibilities: Roles and responsibilities of the team will be clearly defined and communicated, particularly with regard to the directive that team members are collectively responsible and accountable for making decisions. The competencies and expectations of individuals will also be clearly defined and communicated.

Training: Focused training initiatives will be put in place, which will include stages of team development, understanding the team's strengths and development areas, understanding the roles and responsibilities, team-building, etc.

Goal Alignment: Each team will develop clear goals and direction that will align with the vision of the Library. Goals and expectations of the team will be linked into the individual performance development process to ensure overall success of the team and Library.

Communication: A strong plan outlining how we will communicate in the new environment will be developed by the Internal Communications Team and implemented throughout the organization.

Location: Teams work best with shared workspace, physical and virtual. The specifics of this support will be determined within available resources by the nature of each team's work and its client base.

The New Library Organizational Model and Design

Our new organizational model will support our vision and values and align our resources with our strategic priorities. We propose the creation of a more flexible, less hierarchical structure with work assigned to five strategic teams which, collectively, articulate the key roles which the Library plays within the University: Information Resources; Discovery and Access; Learning and Curriculum Support; Research and Scholarly Communication; and Archival and Special Collections.

These teams were initially identified as part of the Academic Liaison Review and fleshed out in more detail during the staff workshops held in June 2008. Over the summer and early fall, the Library Executive group engaged in an iterative discussion process with all of the Library's staff to confirm our shared vision, values, and understanding of the core responsibilities currently carried out across the Library's existing units. These discussions further tested and confirmed the viability and usefulness of the strategic teams as an organizing principle around which staff can develop shared objectives and responsibilities. Through the Winter Term five organizational design working groups, comprised of staff members from all employee groups (34 employees participated), met to establish recommendations for the mandate, goals, responsibilities, core competencies, and work team structures for each of the five strategic teams identified in the organizational model. The proposed organizational design and implementation plan was built upon the solid foundation of the working group recommendations.

All teams are charged with and supported in program and service delivery and development, assessment and evaluation, communication and outreach or collaboration, and, innovation. However, given the size of our organization, the properties of each strategic area, and the integrated nature of our work, it is not logical or desirable to simply split the organization into five teams. Borrowing from the organizational design principles applied at the University of Arizona Libraries we have identified the following types of teams that will make up our organization:

Functional Teams: Employees work on teams with a shared responsibility for functional work. Staff members will have one home team but may participate on others. Larger functional teams are broken down into work teams.

Integrative Services Teams: These teams are organized around a specific user group(s) and provide a suite of services. Larger integrative teams are broken down into work teams.

Infrastructure Teams: These teams focus on providing the infrastructure support that enables integrative services and functional teams to do their jobs effectively.

Cross-Functional Teams: Cross-functional teams manage system-wide or cross-functional work and are established to improve processes, manage projects, implement new services, and manage on-going administrative work such as policy development and planning. Members come from various functional teams. Some of these teams are temporary and others are ongoing and dynamic.

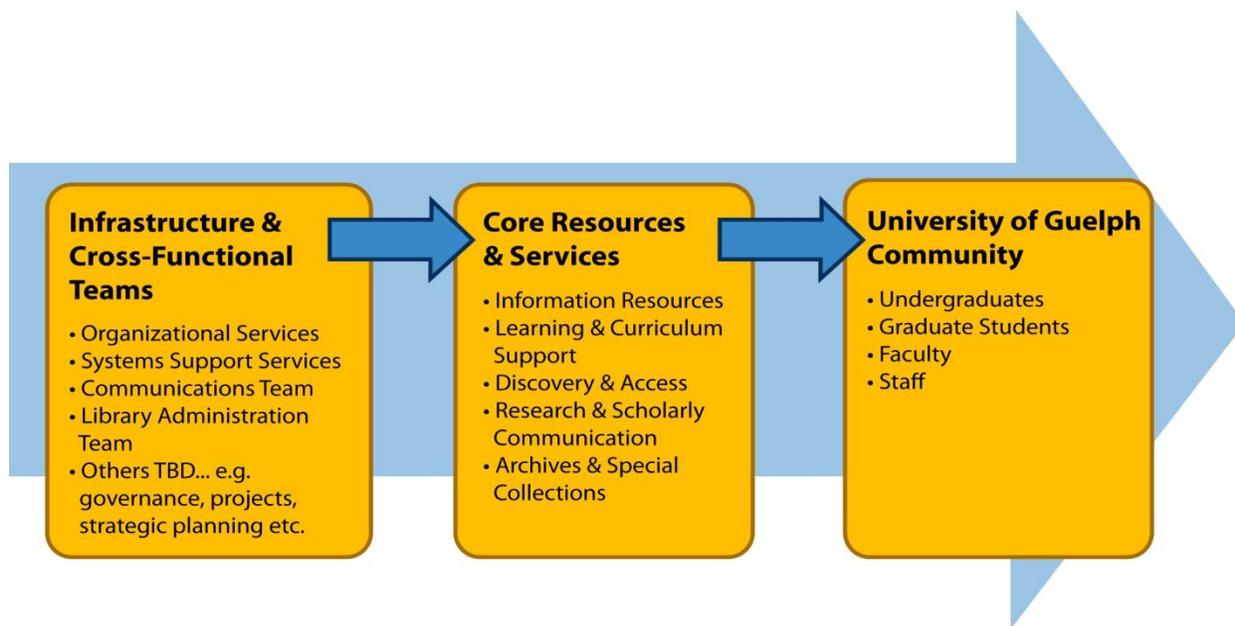


Figure 1: Conceptual Model – Team-Based Library

Functional Teams

Functional teams are defined above as teams with a shared responsibility for functional work. Three strategic functional teams have been identified: Information Resources, Discovery & Access, and Archival and Special Collections. The section below provides an overview of each of the three strategic areas and the team structures designed to carry out their work activities.

Information Resources (IR)

Mandate: Information Resources is responsible for the development and curation of the Library's collections and for ensuring responsive and proactive support for the learning, teaching and research enterprise by providing a coordinated approach to collection development and management. This requires an innovative and diverse approach to managing resources in a constantly changing environment to ensure that relevant, unique and useful resources are available for users in ways that integrate seamlessly with their learning and discovery activities. Through the careful selection, arrangement and stewardship of information in all its forms, IR will ensure our collections are responsive to evolving forms of communication and are in alignment with current curricular and research needs on campus. Its core responsibilities include:

- Setting collection development and collection management policies
- Information resources selection
- Licensing expertise
- Advocacy for the needs of academic users (pricing, licensing agreements)
- Budget management
- Purchasing and records maintenance
- Collection assessment and resource evaluation and use analysis
- Long-term stewardship of the Library's collections
- Collaborating with other teams on collection maintenance activities such as retirement of legacy print collections, weeding, collection moves, relocation to storage and binding, development of alternate modes of access to information, and format migration

Four work teams within Information Resources will be established in order to carry out these core responsibilities. Many of these areas of responsibility are also cross-functional in nature, so much of the work will be achieved through participation on cross-functional teams such as Digital Collections, Electronic Resources Management, External Communications, and Evaluation and Assessment. The four core IR work teams are:

Information Resources Steering Team

The IR Steering Team will oversee the efficient and effective administration and coordination of all other IR work teams. It will consult across its work teams, with Guelph-Humber Library Services and other regional campus staff, and with other partners and clients within and beyond the Library to provide strategic guidance and administrative oversight for IR's ongoing work and special projects. This team will effectively replace the Library's existing Information Resources Committee at the strategic level, with the current operational accountabilities and activities of IRC devolving to the new Information Resources work teams (Collection Development, Collection Management, Acquisitions), or to other strategic teams in the Library as appropriate.

Core Activities for the IR Steering team:

- Providing strategic guidance for the full range of operational work activities carried out by the IR work teams
- Coordinating and enhancing communications across the IR work teams
- Providing advice and support for the Head of the IR strategic team
- Providing a peer support group and communication and learning forum for the managers and leaders of the IR work teams
- Project management coordination and leadership
- Managing resource allocation across the IR team
- Coordinating collection assessment processes for accreditation, review or curriculum development
- Collaboratively developing and implementing policies and procedures to guide the work of the IR work teams and the IR strategic team as a whole
- Reporting out on IR team activities and strategic directions
- Establishing strategic directions for the IR team, and working to align and integrate these with the rest of the Library's strategic planning processes
- Acting as referral point and engaging in joint problem-solving for IR issues and concerns raised within library or by users or external partners
- Maintaining awareness of best practices in IR selection and management
- Striking working groups from staff as needed for specific projects and issues

Collection Development Team

The Collection Development Team has primary responsibility for the selection of new and relevant resources in all formats for inclusion in the Library's main collection in alignment with the University's current curriculum and research programs. Working especially closely with the Collection Management and the Acquisitions work teams, the Collection Development Team plays a consultative and advocacy role in the development of effective policies and workflows (across all of the Library's strategic teams) to support the most effective and efficient ways of selecting and funding information resources needed by the University community.

Core Activities for the Collection Development work team:

- Developing policies to guide decision-making for selection & purchase of resources, evaluation of resource usage, vendor performance, cost /benefit of existing options, etc.
- Advocacy for, monitoring of, and policy development about information resources funding and selection
- Advocating and negotiating for licensing agreements and consortial partnerships which will provide maximum benefit for the University of Guelph community
- Collecting, reporting, and using data as needed to evaluate team, group and Library-wide strategic goal achievement regarding provision of information resources
- Defining collection development and IR group goals, objectives, strategies, and performance criteria
- Initiating and evaluating trials of new information products (including collection and analysis of user feedback)
- Developing and implementing strategies for liaison/communication with users, academic departments, and internal teams regarding the Library's collections and individual resource needs
- Developing ongoing outreach, liaison and partnerships with faculty and graduate students regarding their information resources needs
- Maintaining awareness of new products and trends in scholarly communication
- Maintaining knowledge of the University's current curriculum and research programs
- Management and on-going monitoring of approval plans and other selector tools (e.g. profile management)
- Management of departmental and other information resources budgets
- Writing collection assessments
- Contributing to the successful integration of the Library's collections as a part of the total learning and research environment
- Budget management (working with the IR Steering and Acquisitions teams)
- Policy development regarding information resources selection
- Vendor relations for specific disciplines or information resources
- Serials management activities

Collection Management

The mandate of the Collections Management Team is to maintain the Library's collections in support of the curricular, programmatic, research and service needs of the University of Guelph community. This team will develop, communicate and implement policies and procedures relating to the physical location, condition, and organization of the University of Guelph Library collections. The primary accountabilities for this team will be to ensure that the UG collections are housed in a way that ensures optimal use of space, easy access for users, long-term preservation, and compliance with accepted environmental and security standards for academic library collections. The Collection Management team shall also provide strategic and operational oversight for shifting and moving of collections to accommodate growth and to coordinate management of the Library's collections with the strategic use of space throughout the Library.

Core Activities for the Collection Management work team:

- Oversee the development of policies and procedures for management of the Library's physical collections within the context of long-term collections space and storage needs, the Library's strategic goals and the University's current curricular and research needs
- Ensure efficiencies in collection management workflows and processing, including records maintenance activities arising from collections management projects
- Oversee the housing and long-term preservation of the Library's physical collections by:
 - Decision-making regarding physical location, housing and arrangement of collections, in alignment with the Library's overall space master plan

- Developing a programmatic approach to collections management
- Ensuring long-term preservation and stewardship of the collection: binding/repairs/replacement decisions; environmental security; disaster planning; preventing theft and damage; restricting public access for fragile or vulnerable items
- Developing inventory control policies and procedures for managing the Library's print collections
- Collaborating in the management of the TUG Annex storage facility
- Oversee and coordinate de-selection activities (weeding, withdrawal, disposal) in collaboration with the IR Collection Development team
- Prioritize and oversee format migration or digitization of legacy physical collections
- Collaborate with the Discovery & Access team to maximize use and usability of the collections
- Guide data-gathering, policy-making and decision-making to maximize use and usability of the Library collections
- Support collaborative collection management activities e.g. shared storage of low-use print collections, TUG Last Copy Agreement, conversion of print collections to open access digital collections
- Communicate with staff, users and consortial partners regarding collections management issues, needs, and projects:

Acquisitions

The Acquisitions work team acquires or subscribes to information resources to support the teaching and research activities of the University of Guelph. This team implements the selection decisions and collection development plans initiated by the University's faculty and librarians by verifying, ordering and paying for the needed materials so that they can be physically received in the library or virtually accessed. The Acquisition team provides expertise within IR for ordering, receiving and paying for materials, fiscal and tax compliance, and records maintenance (collections management) activities.

Core Activities for the Acquisitions work team:

- Facilitate ordering and receipt of all print, electronic and media and digital materials (all formats) ordered by the IR Collection Development work team: process/de-dup requests; provide ordering status/context information for selectors; vendor sourcing; negotiate timelines and services from vendors; serials ordering including maintaining knowledge base of vendors, title renewals lists, costing and access options, package inclusions/exclusions; tracking and making adjustments to orders/payments in response to changes in serials packages implemented
- Maintain vendor-supplied bibliographic records for purpose of access (print & electronic)
- Catalogue items (produce MARC records) for material not covered by vendor services contracts e.g. theses, government-coded
- Manage funds and IR invoicing/payment issues and reconcile payment records with bibliographic records
- Monitor and manage expenditure of the acquisitions budget in alignment with the annual fiscal cycle; implementing budget allocations as set out by IRC and overseeing approval plan expenditures

- Maintain accurate files of acquisitions related issues: invoice payments including VISA, vendor contacts, Guelph Acquisitions policies, contracts, licenses, consortial partner payments
- Initiate and oversee conversion of print-only subscriptions to online access
- Receive and process materials ordered or acquired: bulk loading of records for ordering and cataloguing information; handling shelf-ready materials; monitor vendor service quality and compliance with TUG policies and standards; physical processing of selected print materials/journals/theses (when not provided by vendor); assignment of ISBN; inventory control (verifying receipt of what was ordered); claiming/cancelling/ returns of purchased resources; work with the Archival & Special Collections team to handle and process gifts
- Perform records maintenance activities: cataloguing, item status changes, accuracy of consortial purchase records; compliance with TUG Last copy agreement and other consortial agreements

Discovery and Access (D&A)

Mandate: Discovery and Access works to improve each user's library experience by continually studying our users' behaviours and needs and by exploring new and different technologies, services, and techniques in collaboration with the Library's strategic teams. Its mandate is:

- To utilize a continually evolving understanding of user needs and behaviours as the primary driver in the development, design and assessment of systems for providing mediation between users and resources
- To optimize findability, accessibility, and usability of resources in order to seamlessly connect users with resources and services
- To design excellent point-of-need assistance in all of its forms (all service desks, web-based tools, virtual and physical wayfinding techniques, etc), continually employing our knowledge of customer service and evolving user needs
- To create an adaptable information network and architecture and provide tools to enable discovery, enhance user productivity, and support the University and Library missions in collaboration with the Web & Information Architecture cross-functional team, the strategic teams, and Systems Support
- To enable communications, public relations, and marketing for Library services, programs and events
- To keep abreast of emerging technologies and envision how they may be adapted to realize their potential for improving Library services and access to resources

User Experience Team

The User Experience Team is an umbrella group within Discovery & Access, with participation from across its work teams, which works collaboratively with the other strategic teams and the Evaluation & Assessment cross-functional team to understand the user experience and improve user success and productivity. Its responsibilities include:

- Evaluation and assessment of the total user experience using a variety of sources including usability tests, surveys (e.g. LibQual, NSSE), usage statistics, focus groups, and constructive feedback from help desks, other service areas and programs, and directly from users
- Studying and researching trends in user behaviours and needs

- Exploring and determining how to apply the best practices of user experience design to the Library
- Recommending improvements and changes to other D&A work teams and other Library teams, that will increase user productivity and success

Design Team

The Design Team will provide an adaptable information architecture as well as tools to enable discovery, enhance user productivity, and support the University and Library missions. It will organize our resources and design for “wayfinding” (access). The Design Team relies on input and participation from across the D&A work teams, works collaboratively and directly with the other strategic teams and Systems Support and is guided by the Web & Information Architecture cross-functional team. Its responsibilities include:

- Design of the Library’s information architecture (website and library systems) and the development of tools and services that reflect a core understanding of user expectations and behaviours in the learning, teaching, research and web environments. These activities involve:
 - Ensuring that accessibility and technical standards and protocols are considered and implemented so that web services fit into the Library, campus, consortial and wider web technical architecture
 - Developing a distributed content management strategy
 - Establishing a technology framework to enable communications, public relations, and marketing for Library services, programs, and events
- Evaluation, planning, implementation, maintenance and integration of new technologies and systems for information-seeking, sharing and management and web services
- Provision of expertise on the selection, integration and use of adaptive technology for research and learning
- Electronic resources management, access, and integration is a critical component of the Design Team’s charge but it will be the shared responsibility of a cross-functional team (involving primarily IR and D&A resources). See the E-Resources cross-functional team description for more information. Essentially this involves:
 - integration and functionality of e-resources within Library and learning systems
 - overseeing the quality and functionality of e-resource delivery modes and infrastructure support for all users
 - resolving access issues (technical trouble-shooting, vendor liaison)
 - metadata entry (resource description), electronic resource knowledge-base and records maintenance, including bulk-loading, for Library systems (e.g. Verde, SFX, Primo, Ares, digital collections, etc.)

Help Team

The Help Team will begin as a project team charged with conducting a comprehensive investigation into Library service models that will bring forward a proposal for the provision of first-level direct user service and point-of-need help and guidance (virtual, automated, and in-person) to enable access to resources and to refer users to other sources of assistance (experts, services, and programs). Project team members for the period of this review will be drawn from across the five strategic teams. The scope of the review includes consideration of:

- Management of user service points and the development of a common service strategy including the exploration of new service models and the consolidation of service points in consultation with the functional and integrative strategic teams
- User services for transactions (all lending and borrowing) and customer accounts
- Provision of reference assistance in collaboration with the L&CS team as an extension of the Library’s information literacy program

- Participation in the creation of online help, finding aids, and other tools to help users to find, use and share information more easily
- Responses to user queries and complaints regarding research help, circulation, interlibrary loans, and building issues (public contact point for all building opening hours)
- Development of a referral strategy, in collaboration with all strategic teams, deliberately considering the user experience from the first point of contact through to meeting their needs
- Establishment of a “feedback loop” ensuring a dialogue regarding quality of user service and user experience

Operations Team

The Operations Team tracks and maintains user accounts, transactions, and physical materials. It includes all back-room sourcing, borrowing and lending activities (circulation, ILL/DD, reserves, Annex) and stack maintenance. Its responsibilities include:

- Providing guidance to the Help Team for circulation and other Library policy interpretation and administration in collaboration with other TUG, Guelph and OCUL sites
- Conducting Trellis system circulation administration activities for UG Library sites, maintaining patron databases (scheduling and running updates from the Registrar, OOL and the Regional Colleges); maintaining borrower confidentiality
- Collecting and reporting circulation/collection usage stats and patron counts
- Providing alternative format material for students with disabilities
- Carrying out collections/stacks maintenance (non-policy) activities; e.g., material retrieval and re-shelving, inventory, repair, shifting of collections, conservation and preservation activities
- Managing print and electronic reserves (in collaboration with IR) including: request processing; creating records to describe and enable access (reserve collections, course-embedded materials); sourcing and ordering; negotiating licenses to reproduce and post works online; managing copyright permissions and licensing compliance; scanning, converting and editing documents; uploading and linking scanned materials, web pages, learning objects etc.
- In collaboration with Building Surveillance and service points, monitoring building facilities and equipment; e.g., building opening/closing, assigning studies and carrels, overseeing detect/security system, lost and found services

Archival and Special Collections (ASC)

Mandate: Archival and Special Collections will focus on its role of capturing, preserving, arranging, describing and making accessible Guelph’s special, rare, and archival information resources. This area is responsible for the development, curation and preservation of unique collections which, within the broader network of provincial, national, and international archives, document specific areas of society—namely, agricultural history and rural heritage, apiculture, veterinary science, landscape architecture, culinary history, Canadian theatre, Scottish Studies, and local and regional history—and which also support the University’s learning, teaching and research programs, and those of the wider research community. This requires an innovative and diverse approach to managing resources in a constantly changing environment to ensure that archival and special resources are available for users in ways that integrate seamlessly with their learning and discovery activities. The new vision for Guelph’s Archival & Special Collections strategic team is one that is highly integrated with the rest of the Library, and which maximizes visibility and understanding of ASC collections and services within the Library, the University and the community at large. The core responsibilities for the ASC team include:

- Establishing collections selection and management policies
- Identifying and obtaining special and archival collections

- Establishing and nurturing relationships with donors who have donated or may potentially donate private collections of archival/rare materials, or who may provide financial support for the growth and maintenance of the ASC collections
- Ensuring assessment and valuation of materials and donated collections is undertaken when appropriate
- Negotiating, honouring, and implementing terms of access agreements for specific items and collections
- Managing the budget
- Overseeing environmental control measures and facilities development
- Making materials accessible through standard archival processing and description practices and through collaboration with other archival institutions and professional organizations
- Assisting users in the discovery and use of archival and special collections materials
- Creating specialized finding aids and websites to enable use and awareness of Guelph's unique collections
- Digitizing archival and special collections

In order to carry out these core responsibilities, three core work teams will be created to allow ASC to fulfill its mandate and meet its goals. As well, there are two cross-functional teams/accountabilities the ASC team will need to actively support and contribute to—namely, Digital Collections and External Communications (including public relations). The three ASC work teams are:

Collection Development, Acquisitions & Processing

The Collection Development, Acquisitions & Processing work team will actively select, acquire and evaluate resources of enduring value which will support the University's teaching, learning and research programmes and will align with existing archival and special collections strengths to document aspects of society identified in the ASC mandate. This team will use standard archival processing and description practices and will create specialized finding aids to maximize the findability, use and control of the Library's unique archival collections. In collaboration with the Library Advancement team, this team will participate in and contribute to maintaining positive and ongoing relationships with the donors of archival and special collections.

Core Activities for the Collection Development, Acquisitions & Processing work team:

- Develop and implement collection development and management policies for the Library's ASC programs, possibly de-accessioning less relevant archives to other institutions either directly or through the Archives Association of Ontario network
- Pro-actively solicit collections or individual items which will support Guelph's existing archival and special collections strengths and advise on decisions about acceptance of donor-initiated gifts considering environmental condition or preservation/conservation needs, space/facilities implications of large/unusual gifts, and precedent establishment
- Support the work of the Library Advancement committee in establishing and maintaining positive contacts with current or potential donors
- Collaborate with the Library's Digital Collections cross-functional team in identifying ASC materials for digitization
- Inform the Learning & Curriculum Support and Research Enterprise & Scholarly Communication Teams about collections that may be of interest to faculty, students, and researchers, and seek their input when necessary before accepting donations
- Oversee valuations of new collections and reappraisal of materials in the collections
- Prioritize processing and cataloguing work, conduct initial sorting, selecting and arrangement of items to be catalogued and performing physical processing and maintenance of materials

- Oversee the work of student assistants and volunteers who are doing pre-processing or inventory work
- Catalogue and describe archival, manuscript, and unpublished material using TRELIS and following the Rules of Archival Description (RAD) or other metadata schema
- Assert intellectual and legal control over archival holdings: including documenting what material is in the archives, where it came from (provenance), thereby establishing the archives' ownership of records
- Perform records maintenance and creation of bibliographical records for archival files
- Research the necessary background information on individuals or organizations in order to catalogue large and complex collections and prepare scope and content notes such as brief historical descriptions of events or well-known people connected with the collections
- Compile finding aids (online or hardcopy)
- Create archival fonds records for Archeion (provincial-level) union database of archival descriptions using Rules of Archival Description standards
- Work collaboratively with D&A and Systems Support Services to develop new modes of collection control and access

Collections & Facilities Management

The mandate of the ASC Collections & Facilities Management work team is to develop, communicate and implement policies and procedures relating to the physical management of the collections and facilities Archival and Special Collections and to promote and ensure the preservation and safe handling of all materials found within the Archival and Special collections areas. The primary accountabilities for this team will be to ensure that the ASC collections are housed in a way that ensures optimal use of space, easy access for users and that comply with accepted environmental and security standards for archives, special collections and rare books facilities.

Core Activities for the Collections & Facilities Management work team:

- Develop and implement a Preservation Management Plan to define and guide local priorities for preservation/conservation work and to contribute to the larger goals of preservation of the cultural heritage of the University and of Ontario and Canada
- Provide strategic and operational oversight for shifting and moving of collections to accommodate growth and to coordinate management of the ASC collections with the strategic use of space throughout the Library and at the TUG Annex storage facility
- Perform space management activities (measuring and projecting growth, assessing and aligning shelving capacity and type with collection needs)
- Undertake environmental control (monitoring, problem-solving)
- Work in collaboration with the Library Management Team and Organizational Services (Facilities) staff to develop and implement disaster planning
- Monitor the quality and effectiveness of collections storage and facilities (space/equipment/furnishings) and recommend improvements
- Oversee the security of the ASC collections
- Receive new collections (physical logistics of transportation, moving materials into the archives, assessing and addressing environmental issues)
- Plan for future growth (space design and collections layout, providing financial estimates for staffing, equipment, furniture)
- Establish policies and priorities for preservation/conservation of new acquisitions and ASC collections; collaborate with the IR Collections Management team in implementing good preservation practices for all of the Library's collections
- Advise on format conversion of existing collections as a preservation strategy

- Advise on the preservation of born-digital products, e-records (capturing them, ensuring format migration as technologies evolve)

Public Service and Information Literacy

In support of learning, teaching, and research, the ASC Public Service & Information Literacy work team provides equitable and exemplary public service, research assistance, and information literacy instruction to users of the collections.

Core Activities for the Public Service and Information Literacy work team:

- Provide physical and virtual point-of-need research help assistance to satisfy users' research needs by a variety of means including answering reference questions through in-person, phone, or web-based modes of service
 - Assist users in finding materials in a "closed stacks" facility
 - Advise on circulation and reproduction policies
 - Instruct users in the use of specialized materials and in the handling of special and rare materials
 - Develop finding aids and web-based services which help users to find, use, and share information more easily
 - Refer and/or assist users in accessing remote collections
- Ensure that ASC resources are listed in subject and course guides and courseware prepared by other strategic teams or campus units
- Maintain deep knowledge of ASC collections and general awareness of other information collections (within and beyond the Library) which will complement and expand upon ASC collection strengths
- Offer a variety of instructional methods (i.e. direct classroom teaching, one-on-one instruction, collaboration with faculty, curriculum development, consultation with researchers, web-based tutorials, e-learning content, subject guides and bibliographies, informational or instructional tours, and guest lecturing).
- Conduct outreach to other Library staff to deepen their awareness of ASC resources and to encourage their use; e.g., integration with Learning & Curriculum team programs; encourage study and research with the ASC collections by UG faculty, staff, and students
- Advocate for, develop services and deliver instruction to support the Information Literacy skill development within specific course contexts, e.g. providing single instruction sessions, working with faculty to embed information literacy skills into courses and curricula based on ASC collections, and develop support tools which emphasize particular collections or support particular curricular objectives
- Maintain current awareness of evolving information technologies and the physical arrangement and intellectual content associated with the ASC

Integrative Services Teams

Integrative services teams are strategic teams organized around specific user group(s) and provide a suite of customized services. Two such teams have been identified: Learning & Curriculum Support and Research Enterprise & Scholarly Communications. The section below provides an overview of each strategic area and the work team structures designed to carry out their activities.

Learning and Curriculum Support (L&CS)

Mandate: Learning and Curriculum Support advances the educational enterprise of the University and the mandate of the Library by enhancing learning through the provision of expertise, leadership, services

and resources that support academic objectives and foster lifelong learning. The core responsibilities of the L&CS team are to:

- Design and deliver a range of supplemental, integrated, and embedded services to meet the articulated needs of students with regard to learning, writing, numeracy, technology, and information, data, and spatial literacies, and to enhance student engagement, retention, and the timely completion of programs
- Facilitate student development of the skills, attitudes, values, and habits of mind identified by the University's Learning Objectives, the Ontario Council of Academic Vice Presidents (OCAV Undergraduate Degree Level Expectations) and the Tri-Council funding agencies
- Collaborate with faculty to design and deliver specialized instruction and programming tailored to the particular learning, performance or retention needs of students in a class, discipline, department or college; integrate the development of academic and professional skills and literacies into courses, curricula, and online environments; assess the effect of instructional strategies and curriculum design on learning outcomes, performance, and retention and use this evidence in formative ways to enrich learning and teaching processes
- Provide leadership and core services for the Learning Commons and work to revitalize and strengthen this collaborative partnership
- Develop a comprehensive and coherent response to the academic transition needs of entering students and support student learning transitions through the undergraduate program and capstone experience
- Facilitate the development of the skills students need to become lifelong learners and contributing members within a community of scholars
- Enhance and support graduate student development through strategic partnerships and a comprehensive approach to service delivery that addresses the needs of graduate students as learners, teachers, and researchers
- Monitor and determine effective responses to changes in campus needs and trends, learning environments, programs and curricula, differing academic cultures, and emerging learning technologies
- Initiate, develop, and maintain strategic and collaborative partnerships with key stakeholders both within and outside of the University
- Pursue opportunities to develop creative responses and solutions to the evolving needs of our clients and partners and explore innovative ways to efficiently and effectively fulfill the L&CS mandate, and support flexibility, risk-taking, and openness to new ideas and practices
- Sustain and develop current knowledge of issues, theories, and best practices relative to academic support at the university level and provide institutional leadership on issues of student intellectual development, academic and professional skills and literacies acquisition, academic performance, and retention

Three work teams will be created to allow L&CS to fulfill its mandate:

Coordination and Awareness Team

- Sets priorities, manages resources, and ensures the overarching L&CS mandate, goals and principles are implemented. Coordinates the programs and projects of the Program Development and Delivery Team, and the Learning Tools Team

- Maintains an understanding and awareness of the evolving academic enterprise, specifically as it relates to learning, in order to align the Library and L&CS with University and Library priorities
- Actively consults with programmes and projects to inform and co-ordinate L&CS. Ensures communications flow to external users and between L&CS and other strategic work teams

Program Development and Delivery Team

- Activity in this team is either programme or project-based and supports the Library's and University's mandates and missions.
 - Programmes are ongoing evolving entities that provide varying forms of support and instruction to our user communities. Examples include: Graduate Student Learning Initiative, BAS, First year, Data Resource Centre, academic literacies for core courses
 - Project-based activities are limited in time with a clear beginning and end. They may serve a one-time purpose or evolve into a programme. Examples include: Freedom to Read Week, one-time only workshops
- Ensures proper sequencing, scaffolding, pedagogical objectives, etc. and emphasizes the application of solid pedagogical theory
- Identifies and works collaboratively on key programmes and projects with internal and external partners

Learning Tools Team

- Creates innovative content for web (and mobile) platforms
- Supports initiatives of the Program Development and Delivery Team
- Maintains extensive knowledge of Desire2Learn (D2L), the University learning management system
- Develops modules and “widgets” for instructors to incorporate into course websites
- Maintains relationship with key providers of IT infrastructure related to learning TSS and OOL experts in D2L, Computing and Communications Services (CCS), various vendors
- Follows key developments in technology related to teaching and learning such as the development of learning object repositories, and the use of social software, etc.
- Provides training, tutorials, improvement of technology skills for content creation

Research Enterprise and Scholarly Communications (RE&SC)

Mandate: The Library's Research Enterprise & Scholarly Communication team will support, enable, and contribute to the research process on campus by:

- Engaging the research community—developing an understanding of the research enterprise on campus; identifying researchers' needs for support and collaboration in the research process and scholarly communication (SC); and building relationships and making connections
- Contributing to the research process—in response to researchers' needs and the changing nature of scholarly communication, through the development of services and the provision of library and information sciences expertise in the library research process; information and data retrieval; support for data analysis and management; digital research access and preservation; licenses, author rights and copyright; and advances in scholarly communication and access to scholarly information and data
- Raising awareness of and advocating for a transformation in scholarly communication—developing an education program and social marketing campaign that demonstrates the value and effect of new modes of scholarly communication, and actively supporting new models through the provision of services and access to core infrastructure

- Taking a proactive approach to participation in the research process and the development of RE&SC services; fostering a culture of experimentation, innovation and risk-taking to better meet current needs and anticipate future needs

Two RESC work teams will work toward a shared strategic vision, mandate and goals. Each has a particular area of focus (participation and support for the research enterprise and the development of the scholarly communication program), but they are very fluid in terms of participation, support and common expertise. They will also draw in team members from across the strategic teams. The two work teams are:

Research Enterprise (RE) Work Team will:

- Build relationships with faculty, graduate students and other researchers on campus, leveraging the strong personal relationships fostered by liaison librarians and others in the Library and exploiting available expertise and connections. Developing a programmatic approach to faculty relationship development
- Building on those relationships, the RE work team will become an integral part of research process and research project teams, promoting the value of library and information sciences and other Library expertise and services to researchers and making appropriate referrals and connections to professionals and librarians from across the Library with the expertise relevant to the research project
- Explore new forms of involvement with and contribution to research teams through a commitment to experimentation and innovation
- Engage the research community in a manner that is effective and appreciated by ensuring that opportunities are approached with flexibility and sensitivity to established practice
- Develop a digital research infrastructure and suite of services to accommodate the needs of research teams in a progressive and sustainable manner; this infrastructure will be an integrated network that also supports our digital collections and scholarly communications initiatives
- Monitor emerging trends in research with an eye to developing appropriate systems and services to respond to anticipated needs
- Stay abreast of research trends on campus and in the disciplines as a whole
- Employ an ongoing and iterative approach to understanding researchers' needs and assessing how well those needs are being met
- Explore opportunities for service development and partnerships with affiliated and non-affiliated researchers, assessing sustainability and effectiveness of new models
- Develop a collaborative relationship with the Office of Research and other research support groups on campus
- Continue to contribute to the research process through the provision of information resource expertise, and assisting in the discovery of and access to obscure materials, collections, and data sets in support of research projects in collaboration with the other strategic teams and experts in the Library

Scholarly Communication (SC) Work Team will:

- Seek to win the trust and respect of faculty, graduate students and other researchers and be recognized as a reliable authority on scholarly communication issues such as author rights, open access and alternative publishing models, building upon the success of existing initiatives
- Seek new partners in scholarly communications initiatives, building on existing relationships with campus publishers and Graduate Program Services
- Introduce new tools and services that keep pace with the rapidly evolving landscape of scholarly communications, demonstrating a commitment to experimentation and innovation
- Develop tools and systems to facilitate dissemination of research in progress, publication of finished research and networking of researchers with shared interests
- Develop a digital research infrastructure and suite of services to support and facilitate scholarly communication in a progressive and sustainable manner; this infrastructure will be an integrated network that also supports digital collections and the needs of the research enterprise
- Collaborate in the development of a digitization strategy to advance the cause of making collections available to scholars the world over through open access
- Promote within the university and the broader community (i.e., policy-makers, publishers, funders, etc.) a progressive understanding of the evolving nature of scholarly communications through advocacy, education, and awareness campaigns and by providing tools and services to enable researchers to translate understanding into action
- Monitor the extent to which researchers' understandings evolve in response to our outreach activities
- Stay abreast of changes in policy and legislation and the emerging services and developments at other institutions and within the disciplines
- Collaborate in the development of Library policies ensuring compliance with legal requirements resulting from intellectual property policy such as copyright, author rights, digital rights management, licensing and access restrictions

Cross-Functional Teams

Cross-functional teams manage system-wide or cross-functional work and are established to improve processes, manage projects, implement new services, and to manage on-going administrative work such as policy development and planning. Members come from various functional teams. Eight core teams have been identified including Library Management Team, Organizational Development Team, External Communication Team, Web & Information Architecture Team, Electronic Resources Management Team, Digital Collections Team, Copyright, Licensing, Legislation & Policy Compliance Team, Evaluation and Assessment Team.

Library Management Team (LMT)

The Library Management Team is accountable for the operational management of the Library and participates in the strategic planning process, policy development, and budget management and

resource allocation (staffing, financial, facilities equipment) across the Library. It oversees alignment of the Library's services and activities with the strategic goals of the Library and the University and is advisory to the Executive committee for high-level strategic decisions or final decisions regarding budget and personnel issues. The LM Team members include the Heads of the five strategic teams, the Associate Chief Librarians and will draw in others appropriately to speak to projects, program development and other agenda items as they arise.

Organizational Development Team (OD)

The purpose of the Organizational Development Team is to carry out activities that promote a learning environment and enable a learning organization. It will develop a strategy to support an organizational culture that reflects the values and mission of the Library and the University and align organizational development activities with our strategic directions. This team will also oversee the Internal Communications Strategy proposed by the Internal Communications Team.

External Communications Team (EC)

The External Communications Team's purpose is to maximize exposure of the library's services, resources and activities, through effective marketing and promotion; provide visible and clear ways for the community to connect with the library; support and enable the library's strategic teams to connect with their user communities; and respond to and coordinate communication needs across the Library. Oversight for the internal communications strategy will be the responsibility of the Organizational Development Team. The team members will consist of the Senior Communications Officer, a representative from each of the five strategic teams and a member of Library Executive.

Web & Information Architecture Team (W&IA)

The Web and Information Architecture Team's primary mandate is to provide oversight of Library web services and information architecture through participation in planning, policy development, project oversight, and resource allocation. Where new financial or staff resources (beyond those currently available to the various strategic teams) are required, the W&IA team will make recommendations to the Library Executive. This team will provide support and guidance to the operational mandates of the D&A Design Work Team and other teams charged with developing and implementing web services and components of the architecture (such as E-Resources Management, Digital Collections RE&SC digital research and L&CS learning technologies and tools). The five strategic teams, the Library's centres of innovation, will develop project proposals and manage the projects coming out of their areas while this cross-functional team provides system-wide coordination and oversight for resource allocation and sets strategic priorities across the organization. The team will consist of members from each strategic team, a member from Executive, a member from the Communications Office or the External Communications Team and a representative from Systems Support Services.

Electronic Resources Management Team (ERM)

The Electronic Resources Management Team's core purpose is to develop, populate, manage and troubleshoot the Library's electronic resources management systems, including SFX, Verde, TRELIS (e-resources only) and Ares. The ERM Team will use best efforts to maintain a high level of both accuracy and currency of the metadata for the library's electronic information resources. This team will also serve as a central point of technical knowledge and best practices in the management of library electronic resources. The ERM Team will be comprised of staff primarily from D&A with additional members drawn from IR and Systems Support Services as needed.

Digital Collections Team (DC)

The Digital Collections Team's purpose is to provide clear policy standards and procedures for the creation and management of digitized content; these standards and procedures will guide and inform the digital collections work of other teams. It will create a digitization strategy and contribute to the development of the digital research environment and infrastructure, including tools and standards for digitization and digital collections. The Digital Collections Team provides expertise to strategic teams regarding digitization projects management. The team will consist of members from each of the five strategic teams and Systems Support Services and a member of Library Executive.

Copyright, Licensing, Legislation & Policy Compliance Team (CLLPC)

The Copyright, Licensing, Legislation & Policy Compliance cross-functional team serves as a central source of expertise regarding issues of copyright, licensing and legislation to the Library and the University community. The team has primary responsibility for monitoring and supporting the Library's compliance to copyright, information policy, licensing agreements, and University and Legislative acts and agreements that affect the Library's provision of resources and services. The team will consist of members from each strategic team with the appropriate expertise, a member from Executive, and a representative from Systems Support Services.

Evaluation and Assessment Team (E&A)

The Evaluation and Assessment Team's purpose is to serve as advisor and consultant to the Library for evaluation and assessment activities. It will assist with the coordination creation, collection, storage, access and analysis of quantitative and qualitative inputs (user studies, user experience, institution-wide assessments) and provide evaluation and assessment tools and expertise. It will also work to develop evaluation and analysis skills across the Library—e.g., in survey design and administration, data analysis, and conducting focus groups. The team will consist of members from each strategic team and Organizational Services' Manager for Evaluation & Analysis.

Library Infrastructure Teams

Infrastructure teams focus on providing the infrastructure support that enables integrative services and functional teams to do their jobs effectively.

Systems Support Services

This Library Systems Support Services Team provides and supports the information technology infrastructure that enables Library services and everyday work and provides our community with public computing capacity. They manage our networked services, provide systems administration and support, manage our public and staff desktop, laptop and printing services, support our classroom technology, and are contracted to manage public computing labs for external departments on campus.

Organizational Services

Organizational Services, a branch of the Office of the CIO, provides services in support of the Library and CCS. It will enable and contribute to the work of our functional and integrated services teams by providing services in the areas of finance, facilities, human resources and administrative services, communications, and evaluation and analysis.

Collaborative Partnerships

The Library is also engaged in collaborative partnerships that provide services and programmes with campus and consortial partners.

Data Resources Centre (DRC)

The DRC is a collaborative partnership of the Library and Computing and Communications Services. It provides support at all levels for the use of data in teaching, learning and research and acts as a central repository of statistical, numerical and geospatial data collections on campus. It also provides the TriUniversity Data Resources service in collaboration with the University of Waterloo and Wilfrid Laurier University. By its very nature this team collaborates widely across the Library, campus, and partner institutions. Its core responsibilities require collaboration and engagement in the programmes and work of the L&CS, IR, and RE&SC Teams. The DRC is comprised of both Library and CCS employees.

Library Centre for Students with Disabilities (LCSD)

The LCSD offers a range of services, software, and technology that enables students with disabilities to read, write and research more effectively. These services are offered by the Library in consultation with the Centre for Students with Disabilities and contribute to L&CS programming and the D&A Team.

Learning Commons (LC)

The Library's L&CS Team provides leadership for the development of the Learning Commons collaborative partnership which is designed to support and enhance undergraduate and graduate student learning, writing, research, numeracy, and use of technology at the University of Guelph. The Learning Commons involves campus partners such as CCS, the Office of Open Learning, Teaching Support Services, and Student Affairs in the development of programmes and services. The DRC and LCSD are also key contributors to Learning Commons programming.

Leadership and Team Expectations

A common leadership philosophy and approach will be established that focuses on building high performance teams that demonstrate commitment, involvement, and participation in shared leadership. Leadership across the entire organization will be critical to the success of this design and will ensure that we are working towards our vision and living our values consistently across the Library. This section outlines the leadership role each part of the organization will play moving forward.

Members of all teams will draw on their individual and collective abilities to innovate and provide high quality service to our students, staff and faculty. Library staff will work collaboratively within and across teams, communicating effectively to resolve differences that may arise from time to time and to engage in joint problem-solving. Training and development opportunities will be available to enhance our expertise and skills in team-based work and to increase our leadership capacity.

Strong and effective teams are only possible when all team members practice personal leadership. This starts by taking individual responsibility for the success of the team and committing oneself to working *with* other team members to ensure its success. Working together from the framework of "possibility" and focussing on the team's common purpose will build a positive foundation. Individuals who actively engage

with others to get the work done and speak up when they have ideas to share will help the team to build a shared understanding of the team's goals, opportunities, and operations as well as its challenges. Each team member makes a valuable contribution by keeping her/his commitments to the team and demonstrating personal leadership.

Within the context of the Library's strategic and budget planning processes, each team will be responsible for

- program and service delivery and development and operational workflows
- the identification of resource requirements and staff training and development needs
- assessment and evaluation
- communication and outreach or collaboration
- innovation

The scope of these responsibilities will vary based on the nature of the specific work team and of the team's goals and activities at any given time.

Our team leaders will guide and coordinate team activities. This involves building commitment to a shared purpose and fostering personal leadership; tracking the team's goals and achievements; anticipating and responding to changes in timing, schedules, workflow and problems; helping team members develop their skills; communicating with Management about the team's progress and needs; communicating with the rest of the Library about the team's actions and achievements; facilitating team process and removing barriers to team progress and helping to resolve conflict.

Team leadership will be provided by managers (Heads and Managers) and project, programme, and cross-functional team leads. Library staff will have a *primary or home* work team led by their manager and many will participate on more than one team through projects, programmes, and cross-functional teams. Depending on the scope of activities, some managers will lead more than one work team. In addition to these generic leadership responsibilities which all team leaders will practice, managers have direct staff reports and so also have human resources and performance management accountabilities.

Each of the five strategic teams will be led by a Head who operates by and promotes the common leadership philosophy described above, providing coaching, and guidance to their managers and other direct reports, project leads and team members. They will be responsible for the activities of the strategic team and participate in Library-wide planning and policy development. They will work to ensure the effective and efficient administration and management of their financial and human resources and their services and programmes.

The cross-functional Library Management Team is accountable for the operational management of the Library and participates in the strategic planning process, policy development, budget management and resource allocation across the Library. It oversees alignment of the Library's services and activities with the strategic goals of both the Library and University and is advisory to the Executive committee for high-level strategic decisions and final decisions regarding budget and personnel issues. The Heads of the five strategic teams and the Associate Chief Librarians participate on the LMT and will draw in others, as appropriate, to speak to projects, programme development and other agenda items as they arise.

The Library Executive Team is accountable for leadership and centralized coordination of the Library's strategic and budgetary planning, policy development, project management, personnel administration and resource allocation. Team members also serve as facilitators and mentors for the Library Management Team as well as across the organization and work to bring larger context issues to conversations across

the organization. The members of the Library Executive are the Chief Librarian, the Associate Chief Librarians and the Associate Director of Organizational Services.

Transition Issues

The organizational design working groups have identified the following transitional issues for the Library to keep in mind as it moves forward and to address, where possible, in the implementation plan and through organizational development initiatives:

Need for clarity: We work within a complex organization and successfully moving to a new structure will require a clear explanation of the new vision (what is different, what we are trying to achieve, how the many teams will work together, what is the new management structure and approach). We may need to reduce the complexity in the final design. We should develop “champions” within the organization who will lead by example, live the new vision, and speak to our strategic teams’ core mandates and goals. The role of senior leadership is absolutely critical to establishing and maintaining a shared vision.

Transition process: We will not simply flick a switch and turn on a new organization; it will take many months to complete. We need to set up a clear process with an established timeline for identified phases of the transition and manage the transition diligently (it will require a lot of support). We need to acknowledge that this organizational renewal is not simply a re-organization but a transformation in our organizational culture and a shift in our mindset and expectations for collaboration and teamwork. We will be establishing a new way of working together that recognizes, values, and celebrates all aspects of the Library, and its staff. We should build in a review of the transition to get valuable feedback, and throughout the transition encourage staff to talk about the challenges and opportunities of transition in their teams and with their peers and managers. We should also celebrate our successes and provide “morale boosters” for staff throughout the transition.

Service Expectations & Workload: During transition there will be an adjustment as we straddle two structures. To lessen the impact of this we will need to identify priorities clearly, determine what services we will either defer or stop doing, limit new initiatives and, for work that may simply take longer to complete, we need to be clear with our clients about this. We also need to transition current role accountabilities in a way that is efficient, effective, and minimally disruptive to users and internal clients—for example, wrapping up current projects, documenting procedures, passing on ongoing work and creating an inventory of ongoing projects. We need to plan for September 2009 and communicate the transition to the University community in order to manage expectations, outline the new contact channels, and demonstrate our continued commitment to serving the needs of our user communities.

Staff assignments: The process for staff reallocation and reassignment will be challenging. Working with Human Resources, Employee Relations, and the employee groups will help to establish a fair process but will take time. Job descriptions will need to be modified to be sure employees understand new roles and responsibilities. Less change is necessary in some areas of the Library to maintain or advance services so some individual roles will be less affected than others. We will also need to prepare for and allow for future staff adjustments or reassignments as we settle into the new structure and have had the opportunity to test staffing capacity.

Key Partners: We need to build new or redefine existing relationships with key partners: Teaching Support Services (TSS), Office of Open Learning (OOL), Student Affairs, Graduate Studies, Office of Research, Colleges and others. This will require each strategic team to develop a multi-faceted plan that emphasizes personal relationships, strategic partnerships and reciprocity of value. The Library needs to enhance its ability to work collaboratively and proactively with other University groups. In particular, this means having the community recognize and value Library participation as early as possible. We need to move our level of engagement from reacting late in the process to being proactively engaged in the initial stages. This transition will require the Library to be clear about what it can offer to other groups, and for other groups to be aware of the role the Library can play.

Teamwork: Working effectively as a team is something that we will need to invest in through our organizational development activities. It is about learning how teams function, about group dynamics and conflict resolution, about effective communication, about establishing group norms and understanding one's role on the team. The ability of a team to direct its own activities and make decisions must also be well understood. We will need to think through how we bring the new teams together, and there will likely be a challenge co-locating team members.

Training and Development: We will need to get the Organizational Development cross-functional team up and running fairly quickly, so that we have good support and training as we move to the new model and undertake new roles and accountabilities. We will need to assess where skill training is necessary as staff move into new areas of activity. We also need to take stock of VERR departures and ensure there is requisite knowledge transfer and that the skills of those individuals are present on teams moving forward. We will need to ensure the provision of mentoring and guidance to staff as they move into new areas of activity and engage in teamwork and projects.

Leadership and Management: We need to provide leadership development opportunities for staff and managers as well as promote and develop personal leadership amongst all library staff. Managers and other professionals will need to be trained in the new management philosophy and learn how to support, coach, facilitate, and lead the work of teams. The roles of the Library Management Team, Executive and the Chief Librarian will also need to be well understood.

Implementation Plan Development

Preparation of Design & High-Level Implementation Plan for Library Release

Consultation with Senior Managers: The CIO & Chief Librarian struck an implementation team consisting of the Library's senior managers (Scott Gillies, Kathryn Harvey, Doug Horne, Janet Kaufman, Helen Salmon, and Catherine Steeves). They met to verify proposed structure and work to improve clarity of design document and to discuss the implementation strategy and the process for developing an implementation plan (completed late May/early June).

Position descriptions: With the assistance of the senior managers and other relevant managers, draft position descriptions for new and significantly altered positions have been written to support the design and to inform staff in their expressions of interest for particular strategic teams. Required Librarian positions descriptions include an academic librarian position description for each strategic team and the strategic team Heads. Job Fact Sheets (JFS) for P&M and USW positions have also been drafted for new and significantly altered positions. They will be tentatively banded before selection to teams. Moving forward, and in due time, all incumbent position descriptions and job facts sheets will be reviewed and updated to reflect the new structure and position responsibilities.

Implementation Strategy: The implementation team has worked to develop an implementation strategy which is included in this organizational design release document (see the table below, pp. 32-36). This broad implementation plan will guide the Library as we move forward after the public meetings in mid-June, and the Implementation Team itself will evolve to include managers and individuals relevant to each stage. To develop the implementation strategy, the Implementation Team has consulted with Meghan Kirwin, and will continue to draw upon her facilitation skills and process knowledge as implementation of the new organizational structure and the cultural changes associated with it proceed.

Rollout: The new design and implementation strategy will be rolled out first to the whole existing management team so that they are prepared to support their staff and answer questions – this meeting is scheduled for June 10th. A release/launch event for the whole library is scheduled for June 15th. Following these meetings, Library Executive will be fully available to meet with staff that have follow-up questions, concerns or suggestions.

Implementation Plan: Tasks and Timelines

The table below presents the tasks, milestones, and timelines which will guide implementation of our new organizational structure, and support us as we work to create a team-based culture.

| I. <u>Communication Plan</u> | |
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| Internal Communication Plan of the Design | Completion Date |
| Meeting Managers: Present Organizational Design <ul style="list-style-type: none"> • Presentation by Mike Ridley • Release report and organizational chart • Encourage managers to ask Mike/Catherine/Helen questions during and after the meeting | June 10 |
| Organization: Present Organizational Design <ul style="list-style-type: none"> • All staff meeting • Follow up with written and email communications to outline the next steps in implementation of the new organizational structure • Release report and organizational chart • Encourage staff to ask Mike/Catherine/Helen questions during and after the meeting | June 15 |
| Meetings with Librarians and Library Associates <ul style="list-style-type: none"> • Opportunity to discuss team selection process | June 16 |

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| <p>Question and Answer Forum</p> <ul style="list-style-type: none"> Open forum for all Library staff to ask any questions about the Presentation | <p>June 22 11-12 FPR</p> |
| <p>Provide Updates to the Organization</p> | <p>As needed</p> |
| <p>Management Huddle</p> <ul style="list-style-type: none"> Purpose: provides support for managers in implementing/guiding the transition to the new organizational model. Provides the opportunity to understand the new model and culture, to share concerns, share successes; solve things collectively | <p>Every couple of days</p> |
| <p>External Communication Plan of the Design</p> | |
| <p>Communication of the High level Plan to Deans, Senior Administration, Key Partners</p> <ul style="list-style-type: none"> Prepare and release an “executive summary” version of the Final Report As appropriate, advise the Library’s academic partners about changes in service contacts | <p>Mid July</p> |
| <p>Develop Service Expectations to Match Design</p> <ul style="list-style-type: none"> Create a user guide for the Library’s services: web-based; framed from the user’s point of view i.e. organized by typical service needs rather than the Library’s organizational structure | <p>TBD</p> |
| <p>On Going External Communication</p> <ul style="list-style-type: none"> Communicate on an on-going basis: this will be the responsibility of the new External Communication cross-functional team | <p>On going</p> |
| <p style="text-align: center;">II. Selection</p> | |
| <p>Internal Selection Process</p> | <p>Completion Date</p> |
| <p>Expressions of Interest</p> <ul style="list-style-type: none"> All staff will complete a form provided to express their interest in working in strategic teams: named incumbents will confirm | <p>July 15</p> |

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| continuance in their position; and, all other staff will indicate, in priority order, the top 3 strategic teams they are interested in. | |
| <ul style="list-style-type: none"> Staff can request one-on-one meetings with their manager or with one of the Library Exec committee members if they want to discuss their choices prior to finalizing them | June 15 - July 15 |
| Selection to Teams <ul style="list-style-type: none"> Library Exec will review and finalize placement of all staff within the new organizational structure Prior to release of the new structure, the Library Exec committee will meet with any employee who has not been placed in their top two choices, and will provide the employee with the rationale for where they have been placed | July 16-22 |
| Release Structure with Names in Positions to Organization <ul style="list-style-type: none"> Individualized email to each staff member Release complete org chart with names to the Library as a whole | July 23 July 30 |
| External and Internal Recruitment | |
| <ul style="list-style-type: none"> Start recruitment process for key positions | June 17 |
| <ul style="list-style-type: none"> Positions filled | October to December |
| III. Training and Development | |
| All Employees | Completion Date |
| Soft Skills Training <ul style="list-style-type: none"> Personal Leadership (how to manage through change and demonstrate personal leadership in your life) Continued Communication Skills Development - Conflict Resolution High Performance Teams The Organizational Development cross-functional team will develop a training and development plan to support the organizational renewal | June-July Fall On-going |

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| <p>Technical Skills Training</p> <ul style="list-style-type: none"> • As part of annual strategic planning, each strategic team will identify its own technical training needs • To help realize the Library’s values as a learning organization, the Organizational Development cross-functional group will identify and initiate external and in-service training opportunities, on an ad hoc basis and/or as part of an annual spring “training week” which all strategic teams can plan for and participate in | <p>On-going</p> |
| <p>Leadership Development</p> | |
| <ul style="list-style-type: none"> • Leading High Performance Teams • Coaching Culture • Project Management | <p>Fall July Winter</p> |
| <p style="text-align: center;">IV. Impact Analysis</p> | |
| <p>Impact Analysis</p> <ul style="list-style-type: none"> • Determine the key changes that need to occur across the organization • Evaluate the level of impact for the timing of key changes on the organization and on our users • Develop a detailed transition plan - prioritize and stage the changes that we want to implement (what should happen when) based on key criteria e.g. who is on which team? What projects are ongoing? What new initiatives need to begin immediately vs. which ones should wait until the end of the fall semester? Status of new recruitments? | <p>End of August</p> |
| <p>Transition: Changes-Work Teams</p> <ul style="list-style-type: none"> • All employee will meet with their manager to discuss workload and the assignment of duties and transitioning of on going work • Transition of individual staff to their new work team will be staged according to individual workload, operational needs or project priorities, and in alignment with the overall transition plan • All transitions completed • After sufficient time on the job has elapsed job descriptions will be reviewed by managers and the incumbents, necessary adjustments made, and job fact sheets will be brought forward to the Job Evaluation Committee for full evaluation | <p>September-December Feb 2010</p> |
| <p>Strategic Planning</p> <ul style="list-style-type: none"> • Strategic planning process for strategic areas-new teams build the Library’s strategic plan based on their planning and priorities discussions; the Library Management team coordinates and integrates | <p>Fall</p> |

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| all input to create the Library's strategic planning document for 2010-11 | |
| v. Facilities and Technology | Completion Date |
| <ul style="list-style-type: none"> • Plan and implement changes to our physical structure (location of individuals and teams, offices, service points) and supporting technology to match the new structure • Signage and communications→matching our public signage/web information/publications to match our new structure | Plan Winter - Implement Spring '10 |
| vi. Social Opportunities | Completion Date |
| Team Hosted Coffee Break (once a month) | August |
| BBQ Social sponsored by Mike Ridley | September |