

At the Threshold: New Strategies for Building Capacity

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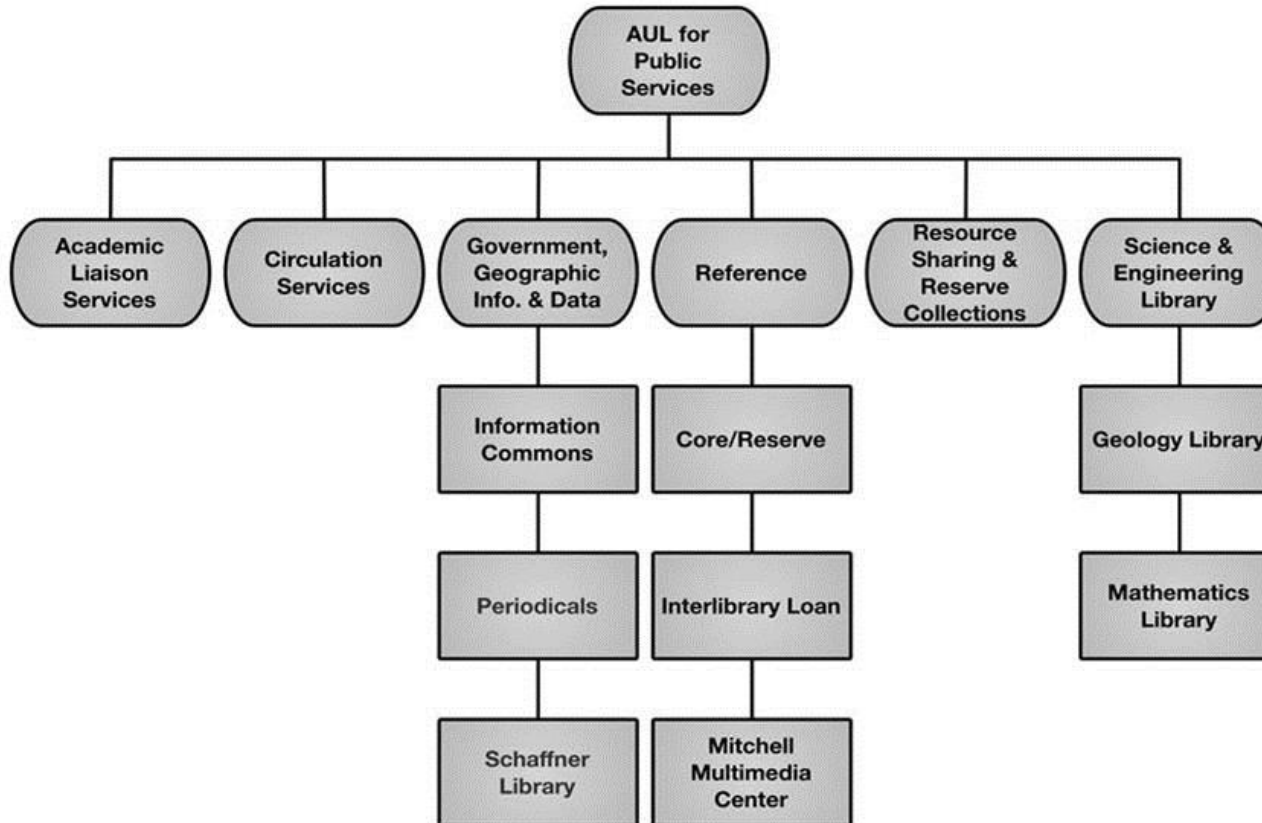


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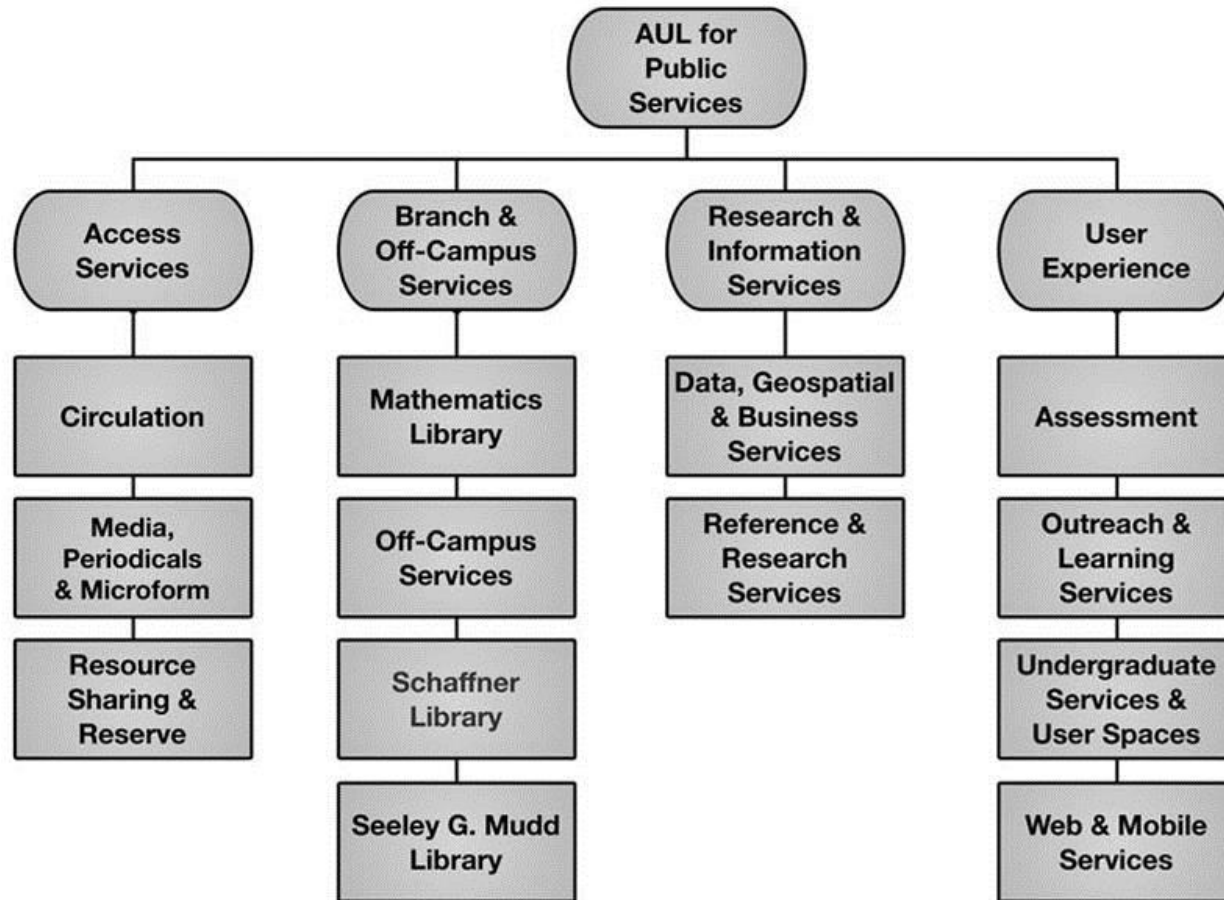
Public Services Division Restructuring: Drivers

- Services must be made more seamless and intuitive to users, and efforts and resourcing de-duplicated.
- Gaps in existing services must be filled, practically and innovatively.
- A culture of improved communication and collaboration, as key to the success of our division, must be fostered.

Old PSD Structure



New PSD Structure



Library-wide Efforts

- Assessment of staff competencies
- StrengthsFinder™
- Training grid development
- Culture change initiative
- Structure change process

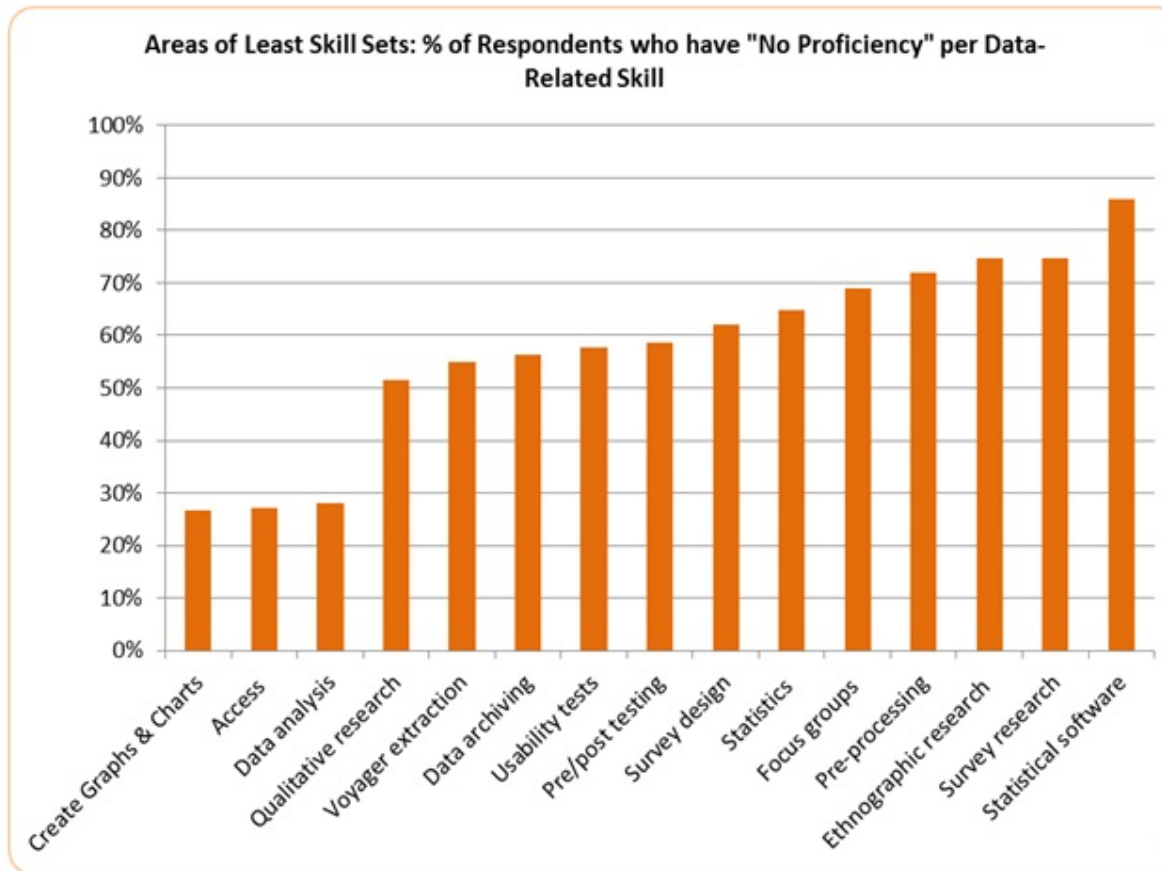
Current Skill Levels

How would you rate your proficiency in each of the following areas?

Data-Related Tasks	None		Basic Skills		Medium Skills		Advanced Skills		Total
	#	%	#	%	#	%	#	%	#
Access (Microsoft software)	19	27%	28	40%	20	29%	3	4%	70
Creation of Graphs & Charts	19	27%	26	37%	20	28%	6	8%	71
Data analysis & interpretation	20	28%	29	41%	17	24%	5	7%	71
Data archiving & storage	40	56%	21	30%	7	10%	3	4%	71
Ethnographic research design	53	75%	11	15%	7	10%	0	0%	71
Focus groups research design	49	69%	12	17%	8	11%	2	3%	71
Pre/post activities testing	41	59%	19	27%	7	10%	3	4%	70
Pre-processing/cleaning data	51	72%	9	13%	5	7%	6	8%	71
Qualitative research methods	36	51%	25	36%	8	11%	1	1%	70
Statistical software (SAS, SPSS, Stata)	61	86%	7	10%	2	3%	1	1%	71
Statistics (descriptive, regression)	46	65%	17	24%	6	8%	2	3%	71
Survey instrument design	44	62%	20	28%	5	7%	2	3%	71
Survey research design (sampling, time-series, training of interviewers)	53	75%	13	18%	5	7%	0	0%	71
Usability tests	41	58%	22	31%	6	8%	2	3%	71
Voyager data extraction	39	55%	17	24%	12	17%	3	4%	71

Among those with "Advanced Skills" the most common are related to Graphs & Charts and Pre-processing of Data. None claimed this level of skill in Ethnographic Research or Survey Research Design, and there was one only with Advanced Skills in Qualitative Research and one for Statistical Software.

Analysis of Proficiencies



Fewest have proficiency in Statistical Software and Survey Research Design.

Training Grid Snapshot

NUL Staff Development Skills Grid: a working document

Cluster	Skill/Capacity	All	Some	Experts	Priority	Mechanisms	Comments
Customer Service							
6A	Know the basic services and functions and how each area of the library contributes to the access and usability of information for research, learning, and teaching at Northwestern; have potential to work in different areas of the library; understand the different administrative divisions in the library and their functions; be able to direct and refer patrons to different parts of the library, and be conversant in services and resources available at Galter, Law, and Schaffner.	X			Operational		
6B	Understand information access and usability needs for the research, learning, and teaching mission of Northwestern University. Understand the nature of the academic enterprise and promote timeliness when responding to these needs.	X					
6C	Understand the strategic priorities of the organization and be able to prioritize one's own needs with a view towards the organization as a whole.	X					
6D	Ability to conduct informed, reference-style interviewing; ability to evaluate quality and relevance of content, and ability to distinguish among sophisticated and general resources.	X	X				
6E	Be able to search, identify and interpret records for library materials in local and shared cataloging and discovery systems.	X					
6F	Be able to explain how to access articles from both on-site and off-site, and be able to explain how to use the proxy server, online passport, VPN. Know when to direct questions to ER&CA and LTD, and to whom those questions should be directed.		X				
6G	Provide a seamless experience and a pro-active follow-through for the patron whether in person or remotely.	X			Strategic		
6H	Campus Relations: Establish relationships with other groups on campus and participate in higher-level governance and strategic conversations. Develop policy or participate in or lead groups who will develop and manage relevant policies.		X				
Business Intelligence							
7A	Business analysis: Analyze workflow processes for inefficiencies and make recommendations for solutions or improvements. Understand user community needs, how content should be managed in a system, policies needed or relevant to use of the system, and how needs translate to system requirements. Identify roles needed to do the work.		X		Operational		all Assembly members
7B	Systems Analysis: Blend specific domain knowledge with specific technical expertise to provide application support for various library systems.			X		internal and external	
7C	Critical thinking and problem solving skills.	X					
7D	Understand what every system in the library does at a basic level and be able to explain the related services supported by those systems to others.	X			Strategic		
7E	Assessment: Ability to integrate assessment into planning projects and services; awareness of reporting requirements for external accountability.	X		X	Strategic		
Core Technology							
8A	System Administration: install software, support and maintain servers or other systems and applications; plan system migration or scheduled maintenance; respond to service outages and other problems. Scripting, database administration, security, storage or network administration.			X			
8B	Software Development: write software programs, or modify for local use programs using various coding or scripting languages.			X	Operational		
8C	Advanced media production: support and assist with hardware and software systems used by exhibits, I&O, events, electronic signage, etc.			X	Strategic		would like to move towards having more staff acquire these skills
8E	Digital production: digitization and reformatting of various analog and digital content types. Familiarity with file formats and digital object creation and management practices (resolution, compression, encoding, etc.)			X			
8F	Desktop support: support and assist patrons and staff who need to access applications and services from their local computing environment.		X				
Diversity and Core Values							
9A	Diversity (race/ethnicity/religion, gender/LGBT, Safe Spaces, etc)	X					
9B	Legal compliance (ADA, sexual harassment, business practices, COI)	X					
9B	Workplace culture - climate for communication, team-building, conflict resolution	X			Strategic		

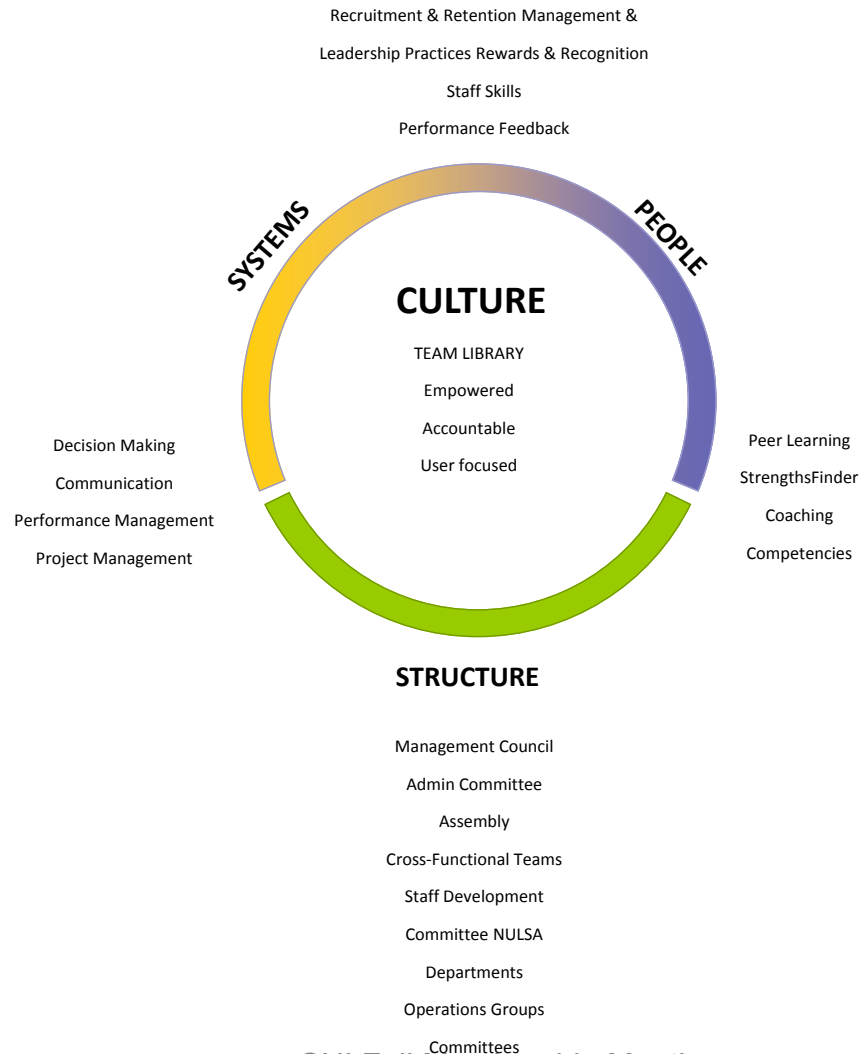
Training Grid Categories

- Online publishing
- Management tools
- Metadata
- Project management & leadership
- Collection support
- Customer service
- Business intelligence
- Core technology
- Diversity and values

Culture Change Process

- Includes everyone.
- Is focused on the goals of the organization as a whole.
- Has a shared sense of purpose, priorities, and mission amongst staff.
- Is user focused.
- Works in a team-based and collaborative environment.
- Is flexible and responsive to change.
- Holds staff accountable.
- Ensures that staff are empowered and trust each other.
- Is aligned with University goals and policies.
- “Staff” is defined as all individuals across all units of the University Library.

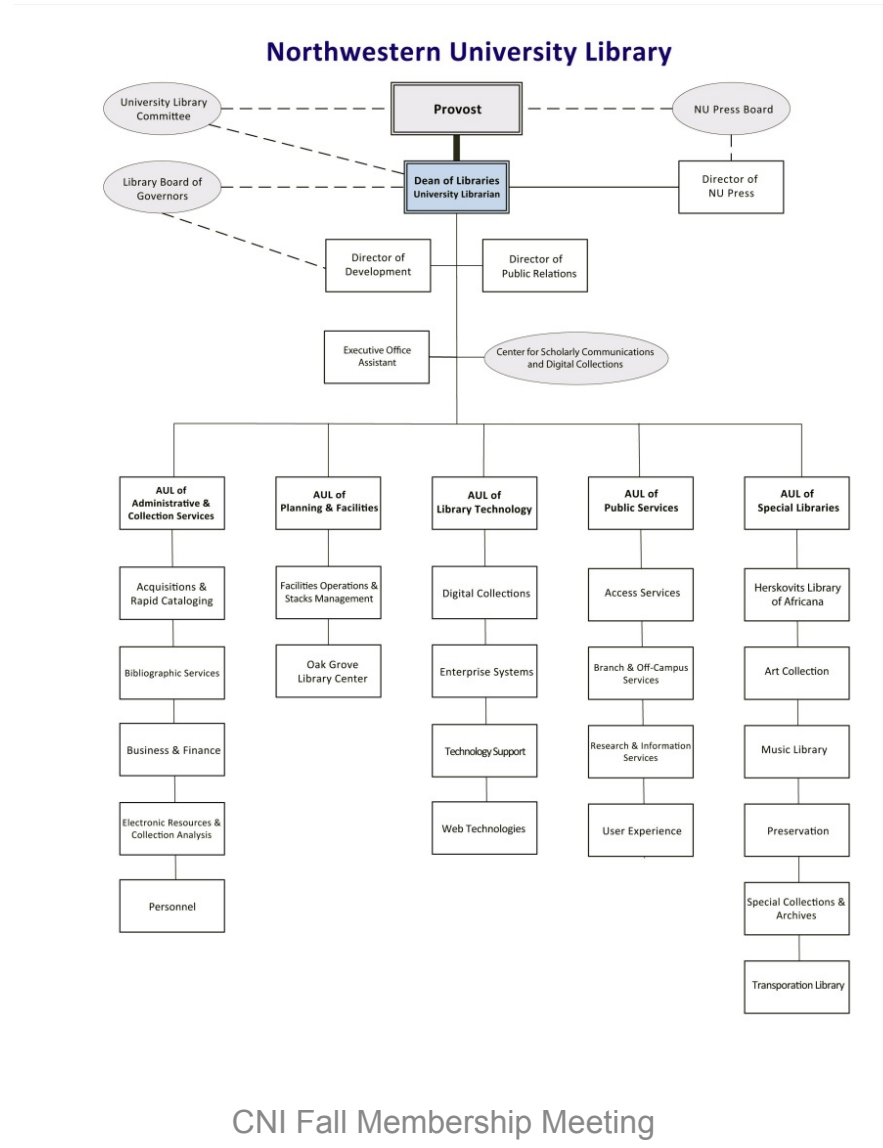
Culture Change



Library-wide Structure Change: Drivers

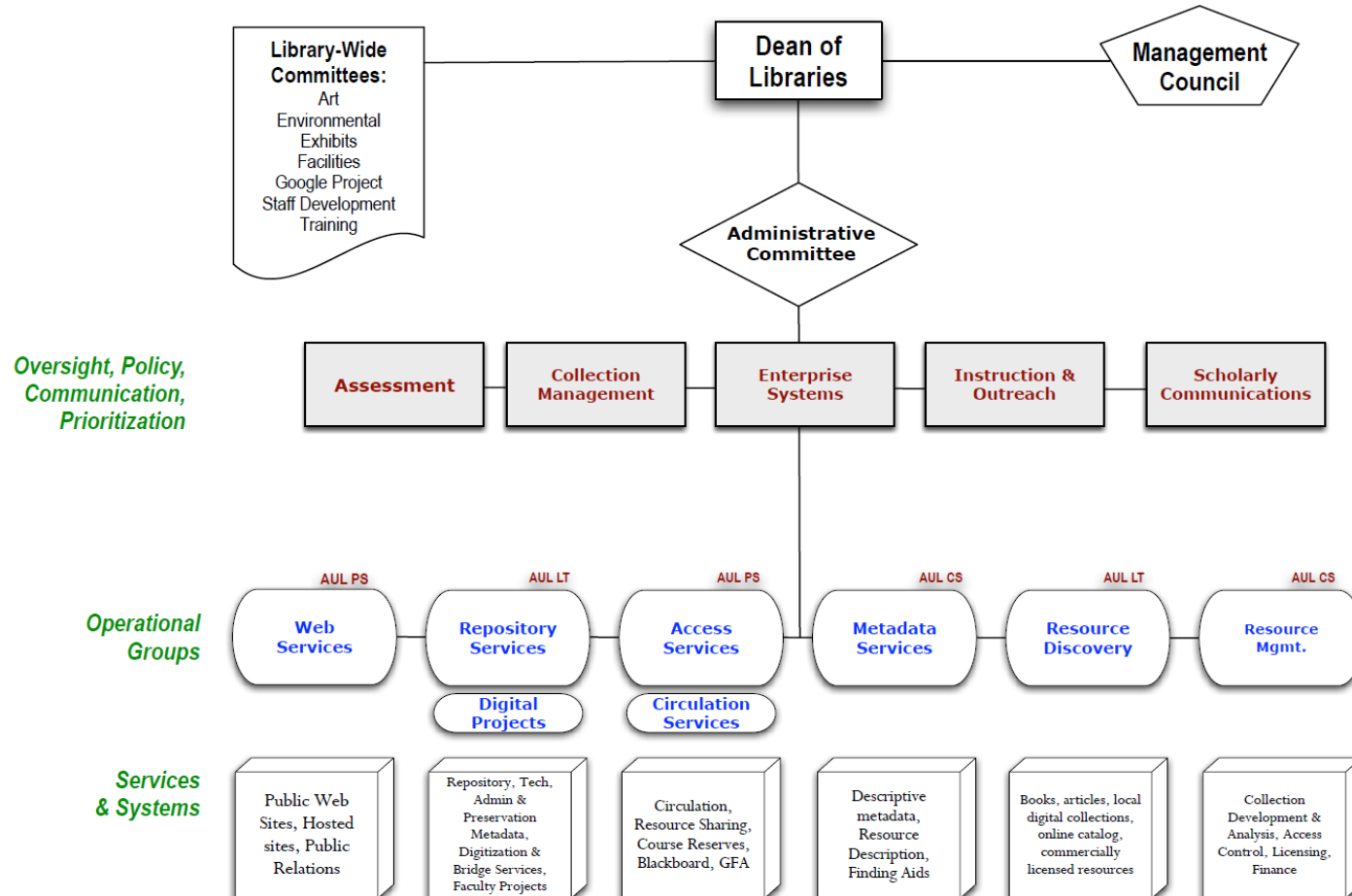
- Demands for new services (repository, user engagement, data management, digital humanities, assessment, teaching & learning, scholarly communication)
- No funding for new staff, and key vacancies lead to questions about how to get work done
- ALMA migration – new workflow opportunities
- Major collection shifts
- Culture change initiative

Northwestern University Library Organizational Chart



Current Committee Structure Document

NUL Committees and Operational Groups



University Strategic Plan

DISCOVER

ENGAGE

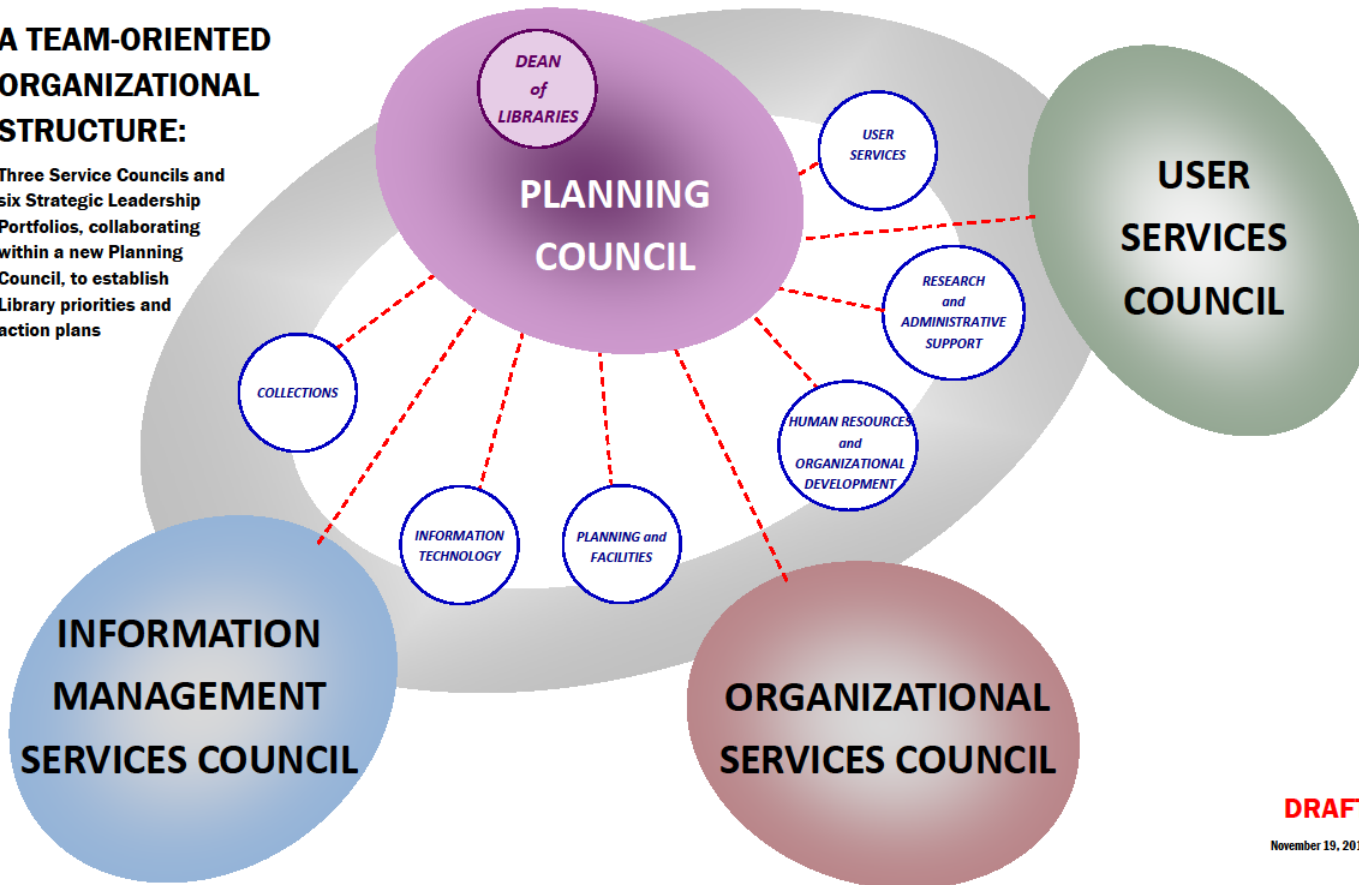
INTEGRATE

CONNECT

Diagram of New Structure

A TEAM-ORIENTED ORGANIZATIONAL STRUCTURE:

Three Service Councils and six Strategic Leadership Portfolios, collaborating within a new Planning Council, to establish Library priorities and action plans



DRAFT
November 19, 2014

Commitments to Strengthen

October 2014

Web Presence

- engaging
- up-to-date
- robust
- public relations / public engagement

Unify Resource Acquisition

- ILL
- Acquisitions
- OGLC

Business Practices/Operations

- business analysis skills are key to creating services
- planning strategy
- project management

Scholarly Digital Services

Scholarly Communication

- specialized expertise
- manage licenses

Customized services for faculty

- streaming and scanning
- creation services
- using existing digital content that we have

Digital Repository

- campus relationships
- library collections
- faculty responding to granting requirements

Stronger organizational development support

- training grid
- strategic human resources management
- strategic leadership

Learning Environment

- self-directed learning support
- bib instruction
- research skills
- research consultation
- more collaboration space
- user experience
- personalized learning experience

Assessment - demonstrating our value to the NU community

- coordinated
- internal & external
- integrated
- robust
- data-driven
- seek efficiencies
- ROI - demonstrate value

Collection Management

- unprocessed & processed collections
- why such a large borrower? Ownership vs access
- bib control of it all
- weed?
- physical & digital
- priorities?
- consortial activity/data

Management of unique and distinctive collections - Special Collections (unique non-circ materials)

- not the right kinds of space
- quantity and quality of staffing
- we don't think enough about our position on a national and int'l stage - need partnerships
- promote use of the collections
- insufficient \$\$\$ for collections

Takeaways

- Align with institutional mission
- Establish priorities
- Engage entire organization
- Surface hidden expertise
- It's never *just* about technology
- Identify strategic partnerships
- Transparency, transparency, transparency

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