At the Threshold: New Strategies for Building Capacity

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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?

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

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

![Bar Chart]

Areas of Least Skill Sets: % of Respondents who have "No Proficiency" per Data-Related Skill

Fewest have proficiency in Statistical Software and Survey Research Design.
# Training Grid Snapshot

**November 8, 2014**  
CNI Fall Membership Meeting

## Grid:

### Cluster: Customer Service

<table>
<thead>
<tr>
<th>Skill/Capacity</th>
<th>All</th>
<th>Some</th>
<th>Experts</th>
<th>Priority</th>
<th>Mechanisms</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service</td>
<td>X</td>
<td>Operational</td>
<td>All Assembly members</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Cluster: Business Intelligence

<table>
<thead>
<tr>
<th>Skill/Capacity</th>
<th>All</th>
<th>Some</th>
<th>Experts</th>
<th>Priority</th>
<th>Mechanisms</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Analysis</td>
<td>X</td>
<td>X</td>
<td>Internal and external</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Cluster: Core Technology

<table>
<thead>
<tr>
<th>Skill/Capacity</th>
<th>All</th>
<th>Some</th>
<th>Experts</th>
<th>Priority</th>
<th>Mechanisms</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>System Administration</td>
<td>X</td>
<td>X</td>
<td>Strategic</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Cluster: Diversity and Core Values

<table>
<thead>
<tr>
<th>Skill/Capacity</th>
<th>All</th>
<th>Some</th>
<th>Experts</th>
<th>Priority</th>
<th>Mechanisms</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity (race, ethnicity, religion, gender; LGBTQ, Safe Spaces, etc.)</td>
<td>X</td>
<td>X</td>
<td>Strategic</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

Recruitment & Retention Management &
Leadership Practices Rewards & Recognition
Staff Skills
Performance Feedback

CULTURE
TEAM LIBRARY
Empowered
Accountable
User focused

SYSTEMS
Decision Making
Communication
Performance Management
Project Management

PEOPLE
Peer Learning
StrengthsFinder
Coaching
Competencies

STRUCTURE
Management Council
Admin Committee
Assembly
Cross-Functional Teams
Staff Development
Committee NULSA
Departments
Operations Groups
Committees

December 9, 2014
CNI Fall Membership Meeting
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
Current Committee Structure Document

NUL Committees and Operational Groups

Library-Wide Committees:
- Art
- Environmental Exhibits
- Facilities
- Google Project
- Staff Development
- Training

Dean of Libraries

Management Council

Administrative Committee

Assessment
Collection Management
Enterprise Systems
Instruction & Outreach
Scholarly Communications

Oversight, Policy, Communication, Prioritization

Operational Groups
- Web Services
- Repository Services
- Access Services
- Metadata Services
- Resource Discovery
- Resource Mgmt.

Services & Systems
- Public Web Sites, Hosted sites, Public Relations
- Repository, Tech. Admin & Preservation Metadata, Digitization & Bridge Services, Faculty Projects
- Circulation, Resource Sharing, Course Reserve, Blackboard, GFA
- Descriptive metadata, Resource Description, Funding Aids
- Books, articles, local digital collections, online catalog, commercially licensed resources
- Collection Development & Analysis, Access Control, Licensing, Finance
University Strategic Plan

DISCOVER

ENGAGE

INTEGRATE

CONNECT
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.

Diagram of New Structure

DEAN of LIBRARIES

COLLECTIONS

INFORMATION TECHNOLOGY

PLANNING and FACILITIES

USER SERVICES

RESEARCH and ADMINISTRATIVE SUPPORT

HUMAN RESOURCE and ORGANIZATIONAL DEVELOPMENT

PLANNING COUNCIL

INFORMATION MANAGEMENT SERVICES COUNCIL

ORGANIZATIONAL SERVICES COUNCIL

USER SERVICES COUNCIL

DRAFT
November 10, 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
Contact Information

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