Strategic Restructuring: Staffing collections for an evolving scholarly landscape

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Introduction
Benefits and Challenges

- Holistic view of collection development
- Budget consolidation & flexibility
- Peer learning
- Less interaction with users
- Workflows across strategic teams
- Engaging with full life cycle of resources
Strategic Enablers

- TERMS 2.0 Framework: [https://library.hud.ac.uk/blogs/terms/](https://library.hud.ac.uk/blogs/terms/)
- Colocation
- Revised Team Mandate
- Revised Collection Policy
- Steering Team retreats
University of Alberta
Collection Strategies at University of Alberta

- Former model: distributed
- 2014 -- change to monograph acquisitions
- 2015 -- Collections Management Structure Working Group
- April 2016 -- new Collection Strategies Unit formed
Collection Strategies structure

Associate University Librarian

Collection Strategies Coordinator

CSU Librarian
Management of Physical Collections and Web Archiving
Business, Education, Humanities, Law, Social Sciences

CSU Librarian
Management of Licensing and Electronic Resources

CSU Librarian
Management of Licensing and Electronic Resources
Engineering, Health Sciences, Sciences

Electronically Acquisitions Team Lead

Electronic Acquisitions Support Staff

Electronically Acquisitions Support Staff

Electronic Acquisitions Support Staff

Mono Orders Team Lead

Mono Orders Support Staff

Mono Orders Support Staff

Mono Orders Support Staff
Challenges & Opportunities

- Learning new skills
- Adjustment to new ways of working
- Wider breadth of detailed knowledge
- Thinking holistically
- Communication with public service

- Flexibility in budget
- Big picture decision making
- Team environment
- Systematic approach to assessment
- Understanding the whole of our collection
- Easier integration of new formats or subject specialties
Western
Western

Context

- U15 Research-intensive University (Ontario, Canada)
- 37,000 FTE
- ~48 Librarians & 66 Library Assistants

Organizational Renewal Initiative

- Workforce Analysis Working Group (2013)
- Workforce Analysis & Planning Initiative (2015)
- Fully functional teams ‘go live’ (May 2018) + Disciplinary & ‘Community’ Coordinators
Western

First Steps

- Network and consult with other libraries
- Form a healthy team culture
- Inventory activities (e.g. start/stop/keep activity)
- Develop a short term plan for covering collection areas
- Approve the approvals...
Western Strategies

- “Let it go”: increase reliance on approval plans
- Evidence-Based decision making
- Demand driven acquisitions (e.g. DDA but also textbooks and request forms)
- Pivoting from operational to strategic thinking
Pain Points (Paraphrased)

- “How can we accurately acquire material for our users without having any interaction with them? The Disciplinary Coordinator role is only 25% of a colleague’s role.”

- “I was confident and capable in my old role, and now many of my skills are no longer applicable. This is tough!”

- “Working with like-minded, collections-focused colleagues is wonderful, but it is difficult not being co-located in the same building.”

- “Many of the automated processes and strategies are not very applicable to certain subject areas (i.e. the professional libraries). Those faculties may suffer in the new model.”
Common themes

- Thinking holistically and strategically
- Communication is key
- Developing an assessment culture
- It takes time ... further tweaks may be required
Questions?