Denison University & Kenyon College Libraries:
From Work Redesign to a Merged Technical Services Department

ALCTS Midwinter Symposium:
Risk & Entrepreneurship in Libraries
January 11, 2008

Our Context

- ☐ Denison and Kenyon - members of the Five Colleges of Ohio, Inc. consortium.

- ☐ Other members are Oberlin, Ohio Wesleyan, & the College of Wooster.

- ☐ The Ohio Five's flagship project is library cooperation, among others are risk management, information technology infrastructure, and environmental health & safety.

- ☐ Denison, Kenyon, OWU, and Wooster share an online catalog.

- ☐ Five college libraries share a joint storage facility.

Our Context

Ohio Library and Information Network

- ☐ The Five Colleges of Ohio is a consortium within a consortium, OhioLINK

- ☐ Five colleges are individual members of OhioLINK:
  - ▪ Statewide union catalog of 87 academic libraries (public, private, research, and community colleges)
  - ▪ direct patron-initiated borrowing from any institution
  - ▪ 46 million books, 2 or 3 day delivery anywhere
  - ▪ consortial purchase of 140+ databases, 25,000 e-books, thousands of streaming videos, etc.

Project Milestones 2003-2004

- **Summer, 2003** - Andrew W. Mellon Foundation Request For Proposals on library work redesign
- **Summer & Fall, 2003** - Proposal Task Force
- **December, 2003** – Mellon approves project
- **January, 2004** - Planning Committee Retreat
- **April, 2004** - R2 Consultants review current processes on both campuses
- **Summer, 2004** – Intense Planning
- **September, 2004** – draft Conceptual Model
- **October, 2004** – Plan distributed for comment

Project Milestones 2005-2007

- **January, 2005** – Implementation Team, 1 Denison, 1 Kenyon, Ohio5 system manager = HARD WORK by all technical services staff
- **December, 2005** – Final report to Mellon
- **February, 2006** – Kenyon hired Director for the merged department
- **March, 2006** – All staff retreat
- **Summer, 2006** – Work begins to feel more "normal," but always questioning what we do, why, and how
- **May, 2007** - MOU

The Grant Proposal Task Force

- **10-Person Task Force**:
  Denison (2 librarians,2 support staff)
  Kenyon (2 librarians, 3 support staff)
  Ohio Five consortium system manager

- **Charge**: create a robust system for combined library technical services in which the focus is on constantly evolving patron information needs, research patterns, and desires.

- System MUST be flexible, transferable, malleable, and adaptable.

Key Literature Guiding Our Planning Process

DeRosa, Cathy. The 2003 OCLC Environmental Scan: Pattern Recognition. Dublin, OH: OCLC, 2004.

Hammer, Michael, and James Champy. Reengineering the Corporation. New York: Harper Collins, 2001.

Hayes, Jan and Maureen Sullivan. Mapping the Process: Engaging Staff in Redesigning Work. [Wheeling, IL: North Suburban Library System], 2002

Objectives of the Project

- ☐ Apply dramatic efficiencies to 80% of what we currently purchase
- ☐ Streamline receipt and delivery
- ☐ Reallocate resources to enhance our collections so they better serve our users.
- ☐ Empowers our technical services division to create new services and manage information in all formats
- ☐ Enable our users to fully realize the liberal arts in an age of electronic information.

Critical points of the plan

- ☐ A combined technical service team for the two libraries that will be on the leading edge of technology and user service
- ☐ Work processes that are combined to enhance efficiency and allow for more flexibility to address user needs
- ☐ A work process that is location independent and expandable
- ☐ Intensive staff involvement in decision-making, education, training, & implementation
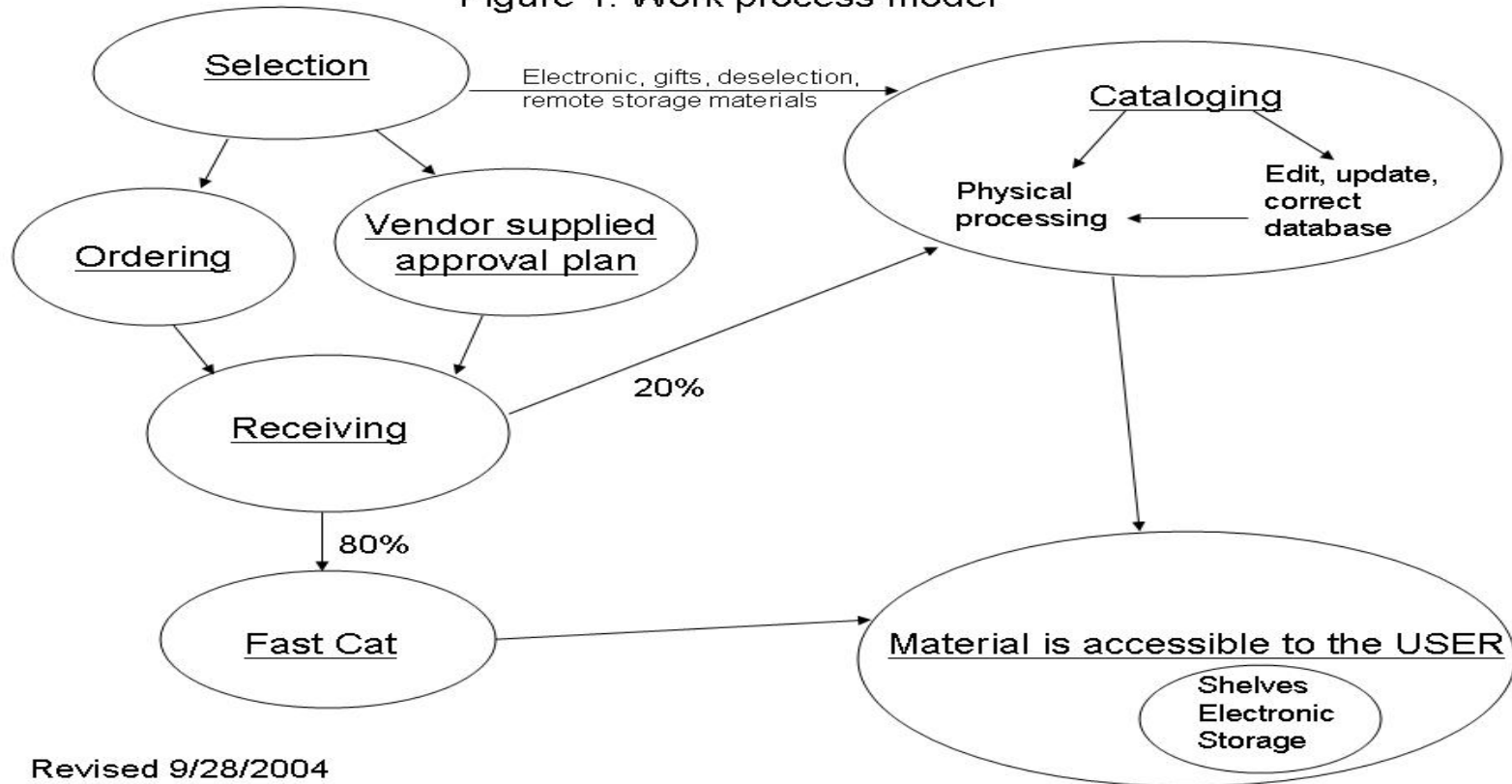
Central Recommendations

- ☐ A joint approval plan including combined selection, budget, and accounting for the two campuses
- ☐ Expedited delivery to ensure seamless user access of campus collections
- ☐ Replace paper with electronic flows wherever possible
- ☐ Increase the use of vendor provided services
- ☐ Concentrate our intellectual (human) resources in areas that we cannot automate

Conceptual Model September, 2004

Figure 1. Work process model

Selection → Electronic, gifts, deselection, remote storage materials → Cataloging

Cataloging → Physical processing ← Edit, update, correct database

Selection → Ordering

Selection → Vendor supplied approval plan

Ordering → Receiving

Vendor supplied approval plan → Receiving

Receiving → 20% → Physical processing

Receiving → 80% → Fast Cat

Cataloging → Material is accessible to the USER

Fast Cat → Material is accessible to the USER

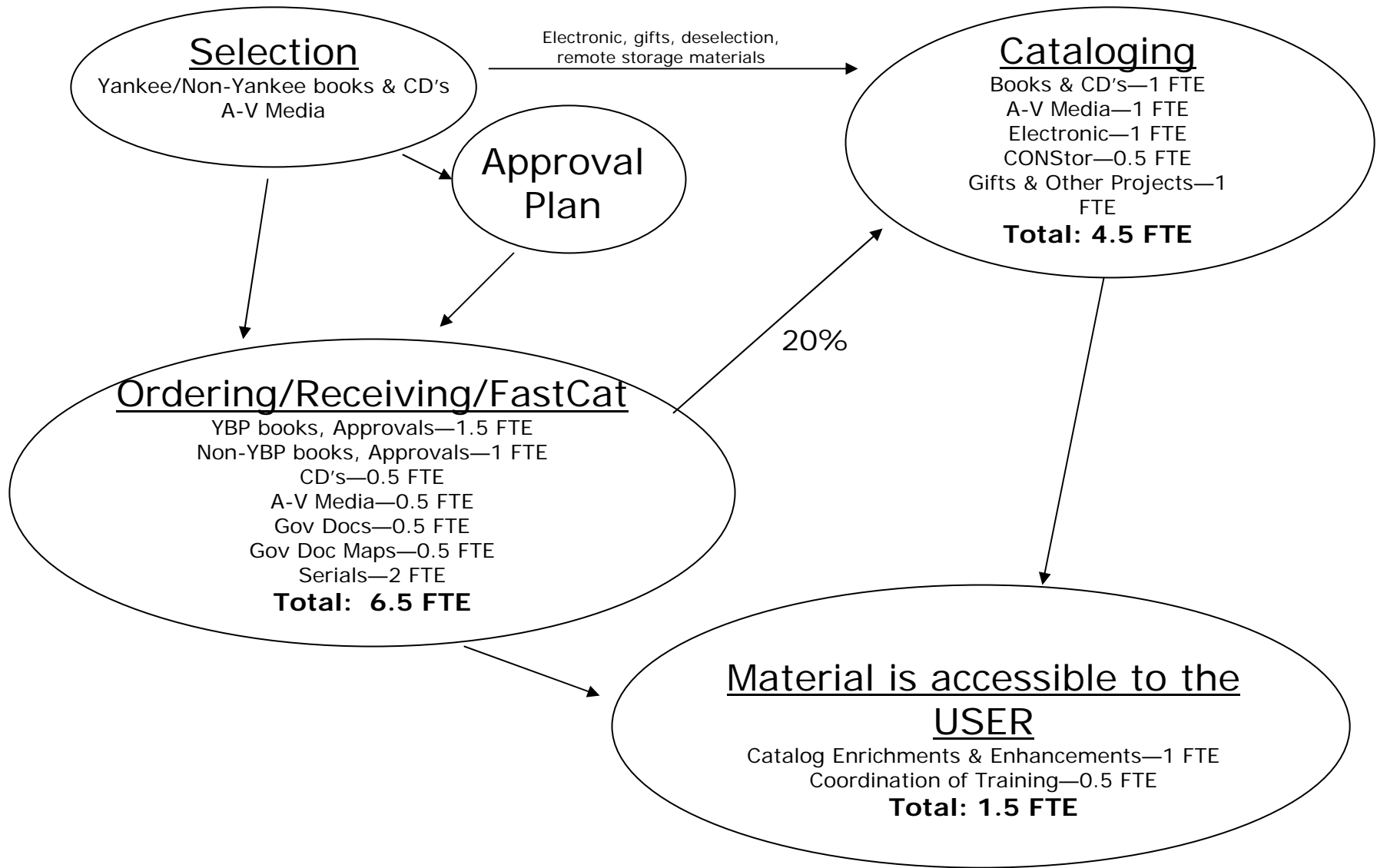Material is accessible to the USER
  Shelves
  Electronic
  Storage

Revised 9/28/2004

Implementation

- ☐ Implementation Team announced in January, 2005
- ☐ Workflows refined (ongoing forever!)
- ☐ Position descriptions revised (ongoing)
- ☐ Location of various functions determined
- ☐ Staff invited to suggest where their individual contributions fit best in the new organization
- ☐ System created by management with the goal of providing staff their first or second choice, honoring preferences as much as possible
- ☐ Final report to Mellon - December, 2005

Proposed Draft Staffing Model – June, 2005

Selection
Yankee/Non-Yankee books & CD's
A-V Media

Electronic, gifts, deselection, remote storage materials

Cataloging
Books & CD's—1 FTE
A-V Media—1 FTE
Electronic—1 FTE
CONStor—0.5 FTE
Gifts & Other Projects—1 FTE
Total: 4.5 FTE

Approval Plan

20%

Ordering/Receiving/FastCat
YBP books, Approvals—1.5 FTE
Non-YBP books, Approvals—1 FTE
CD's—0.5 FTE
A-V Media—0.5 FTE
Gov Docs—0.5 FTE
Gov Doc Maps—0.5 FTE
Serials—2 FTE
Total: 6.5 FTE

Material is accessible to the USER
Catalog Enrichments & Enhancements—1 FTE
Coordination of Training—0.5 FTE
Total: 1.5 FTE

*Please note—the FTE's represented above are preliminary projected estimates!

Campus Human Resources Offices

- Technical services staff at Kenyon & Denison = 11.5 FTE total, evenly split, 2003-2007
- Regular & deep communication between the two library directors + other consortial partners + HR offices
- BOTH campus HR offices were briefed regularly and kept on-board
- Re-writing position descriptions as vacancies or questions arise. ALL PDs have changed in 4 years.
- Evaluations done consistently and by the new leader of the unit

Hired New Staff When Vacancies Occurred

- ☐ Position descriptions revised with every vacancy
- ☐ Search committees include both libraries
- ☐ A new leader for the merged unit hired in February, 2006. The librarian is a Kenyon administrator who works in both locations and supervises all
- ☐ Two Denison staff retirements in 2007 = new staff hired to work in both locations
- ☐ Government Documents - Consolidation of all four collections and the four gov. docs. staff work together

New Functions We Are Now Able to Cover Without Adding New Staff

- ☐ Cataloging electronic resources - now has one FTE (not previously assigned)
- ☐ Training coordination has a half FTE (not previously assigned)
- ☐ Clearing backlogs (videos, music, archival materials, etc.)
- ☐ Government Documents: Consolidation of all four depository collections into one is underway (approximately 2-3 year project)

Government Documents: Consolidating 4 Collections into 1

- ☐ Built on an earlier success = joint cataloging project for historic docs collections (also funded by the Mellon Foundation)
- ☐ Working with GPO to secure their approval to merge four depository collections into one, distributed over four locations
- ☐ Lots of interest from other libraries about using this as a model
- ☐ ….looks good so far!

Memorandum of Understanding 2007

- ☐ College Presidents signed this historic agreement
- ☐ Signed May, 2007 anticipating staff retirements and new hires in upper administration
- ☐ We worked together for 4+ years without a more formal agreement
- ☐ *BUILDING TRUST* from the beginning was the key

Hurdles

- Reaching consensus with consortial partners who are not part of the project
- Staff resistance to change, "If it ain't broke, why fix it?"
- Staffing the central storage facility/tech. services unit with existing folks who don't want to work in a new location
- Getting staff to let go of the "perfect," on behalf of the "good"
- Staff learning/training to manage digital information and products in all formats, especially those locally produced

Hurdles

□ Teaching ourselves to question everything we do

□ Encouraging and rewarding risk-taking in a risk-averse profession

Bottom Line Four Years On:

We've faced and resolved these hurdles. Support staff have taken ownership and leadership of the project with the support of librarians. Everyone is energized.

Advice

- ☐ Leadership & participation by the Library Director/Dean *essential*
- ☐ Secure buy-in from senior administrators on campus
- ☐ Prepare a thorough, well-reasoned proposal BEFORE you start planning.
- ☐ Hire an experienced consultant/facilitator to assist the project team (managing change is crucial)

<u>Advice</u>

- Work with a consortial partner IF you share at least one of the following:

  - online catalog
  - delivery service
  - storage facility
    (preferably all three!)

- *BE HONEST* about your motives for the project, especially if you're redesigning with the purpose of saving money and eliminating positions.

Stay Tuned for updates

☐ <u>Key documents</u> on the project are posted at:

http://www.denison.edu/collaborations/ohio5/libres/

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