



Shifting Organizations

Jeff Trzeciak, University Librarian, McMaster University
trzecia@mcmaster.ca

Rebecca Jones, Partner @ Dysart & Jones Associates
rebecca@dysartjones.com

DYSART & JONES
ASSOCIATES



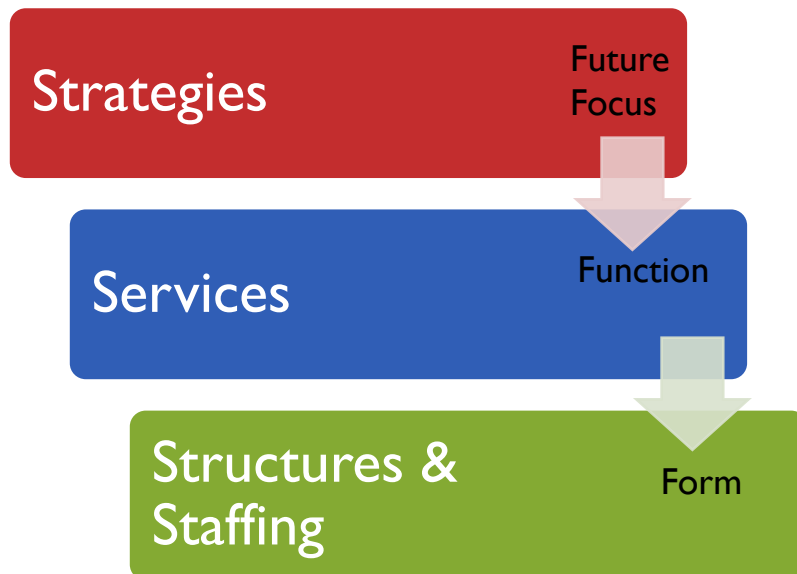


Open Organizations?

When....

we're comfortable with closed?

DYSART & JONES
ASSOCIATES





It's critical that everyone can see where you are going



**McMaster:
2008 ACRL Award-winning library**

DYSART & JONES
ASSOCIATES

Award given:

Exemplifies a successful transformation from a traditional research library to an innovative, user-centered library using technological advances to accomplish its goals

DYSART & JONES
ASSOCIATES

2006 Image problem

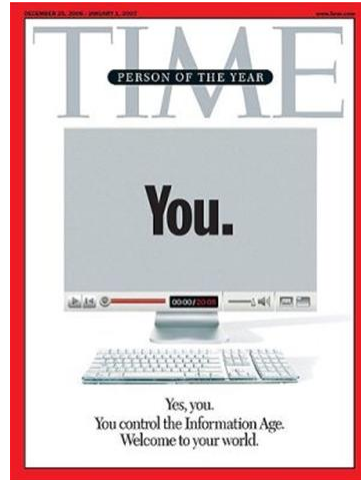
- 30 years of no change
- Seen as:
 - Disconnected from campus
 - Lacking focus
 - No real connection to faculties
 - No real academic mission
- Effectively: book warehouse



DYSART & JONES
ASSOCIATES



2006



DYSART & JONES
ASSOCIATES



McMaster Transformation

- Needed a bold new vision:

McMaster University Library will be recognized as Canada's most innovative, user-centred, academic library

DYSART & JONES
ASSOCIATES



Strategies:

- Transforming our facilities
- Transforming our services
- Transforming our collections
- Transforming our staff

DYSART & JONES
ASSOCIATES



Emphasize what is important

- Stop doing what is no longer necessary or what no longer adds value
 - McMaster has transformed:
 - Cataloguing (materials are pre-processed or, in some cases, shipped out)
 - Reference desks (blended services)

DYSART & JONES
ASSOCIATES



Emphasize what is important

- iSci program
 - 4 year programme
 - Interdisciplinary approach to teaching biology, chemistry, mathematics
 - Taught by “theme” (ie “diverting an asteroid)
 - UL involved from start
 - Integrated information fluency
 - IFTE librarian

DYSART & JONES
ASSOCIATES



New programs

- CLIR postdoctoral fellows
 - Virtual Museum of the Holocaust and Resistance
 - Usability and User Interface
 - New Media
 - Classics

DYSART & JONES
ASSOCIATES



McMaster

- Measure, measure, measure
- Communicate, communicate, communicate
- Structure finances and HR around strat plan

DYSART & JONES
ASSOCIATES



McMaster

- AUL, Organizational Analysis
 - Assessment Librarian
 - Marketing/Communications
 - HR/Finance/Development
- “duh”, right?

DYSART & JONES
ASSOCIATES

It's also critical to:

- Engage influencers early
 - Unions, management, decision-makers, “negators”
- Identify what works & what doesn't about current structures
- Clarify barriers & critical success factors
 - Use these to craft a plan
- Phase in the plan
 - Initiate in a few areas, with the right people & the right barrier-busters

DYSART & JONES
ASSOCIATES

Organizational
Concepts

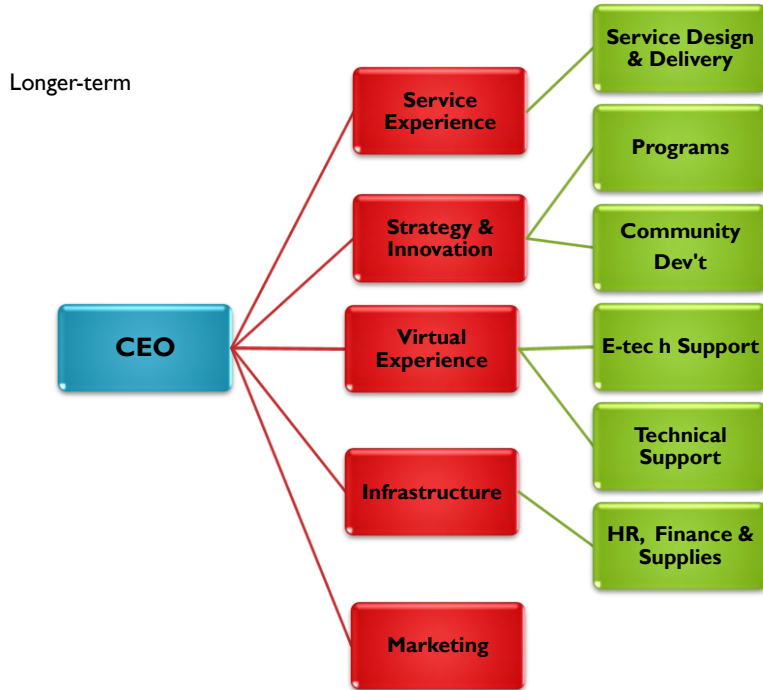


McMaster

- CAW union
 - Real partner in the redevelopment of the library
 - Concerned about the success of the library and willing to work with administration
 - Have helped affect change

Near-term





Thank you

trzecia@mcmaster.ca
rebecca@dysartjones.com