Shifting Organizations

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Shifts are scary

http://www.flickr.com/photos/fsnorthernregion/3856514602/sizes/l

30 years after Hahgen
Open Organizations?

When….

we’re comfortable with closed?
It's critical that everyone can see where you are going

McMaster: 2008 ACRL Award-winning library
Award given:

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

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
McMaster Transformation

- Needed a bold new vision:

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

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

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)
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
  - 1FTE librarian

New programs

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

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

AUL, Organizational Analysis
- Assessment Librarian
- Marketing/Communications
- HR/Finance/Development

“duh”, right?
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
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

- Operations & Finance
  - Finance
  - Area or Regional Coordination
  - Virtual Experiences
  - Content, stuff, collections
  - Community Collaboration
  - Marketing & Communic’n
  - Web Coordination
  - Experience Design & Piloting

- Strategy & Innovation
  - Participant Experience

- CEO
Thank you

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