



LIBRARY

Special Edition - Organizational Review Outcomes

Outcomes and Implementation Strategies

Denise Stephens, Acting University Librarian

It has now been a little over a month since we announced the changes at Syracuse University Library as a result of the Organizational Review and other factors affecting operations in the Library.

General notification of the new Library structure took place on March 1, 2005. Over the past month the Associate University Librarian's for Core Service Areas (CSA) and the director of Special Collections Research Center (SCRC), have been working with department heads and managers to prepare to implement necessary changes.

The Core Service Areas are as follows: Organization Services (OS) – under the leadership of C. Cost; Library Development and External Relations Services (LDERS) – with G. Griffin as the Sr. Director; Information Management and System Services (IMSS) – led by W. Garrison; Research and Educational Services (RES) – with L. Moeckel as the AUL; and Collection Services (CS) – led by P. McDonald. Christian Dupont serves as the Director of Special Collections Research Center (SCRC).

P. McLaughlin as the Program Director for Digital Library Development Services (DLDS) has begun the process of organizing this major new program as well.

As I mentioned earlier in a message sent library-wide on February 21, 2005, the announcement of the changes is only the beginning. As noted at the meeting on March 1, some of the transitions will happen immediately and others will take a bit longer to implement. In order to keep Library staff current and up to date on events taking place as the reorganization progresses, I have asked the leaders of these specific service areas, departments, and programs to present a brief review of their current implementation strategies. We will also have an ongoing "To Do" list posted to the F: Drive where Library staff will be able to monitor the actions and progress in their departments, programs, or CSA. You will find the lists at: F:\Committees\Projects or Task Forces\Organizational Review\Task Lists.



staff
news

Organization Services

Cynthia Cost, Associate University Librarian

The department of Administrative Services changed to the core service area called Organization Services (OS), effective April 1, 2005.

Organization Services will continue to lead the Library's human resources, fiscal, facilities, security and staff development functions. In addition, OS will oversee the organizational development and assessment functions of the Library.

Our main responsibilities include recruitment and hiring of staff, contract compliance and labor relations, performance assessment, staff training and development, budget planning and

preparation, payroll and monitoring of accounts, procurement and mail delivery, project management, regulatory compliance, building maintenance and staff security.

Organization services staff have already met to brainstorm the details that will need to be addressed as a result of restructuring, e.g. new business cards, stationary, phone listings, etc.

We will continue to seek input from Library staff on the many details resulting from the organization review.



Research and Educational Services

Lisa Moeckel, Associate University Librarian

A significant outcome of the organizational review was the dissolution of the administrative area known as Public Services, with its three divisions: Access and Digital Services (ADSD), Library Information Systems (LISD) and Research and Information Services (RISD). As a result of these changes, the Research and Educational Services (RES) core service area was formed.

RISD's personnel are now members of RES, but under a new departmental structure. In addition, Media Services, formerly part of ADSD is now part of RES. All six RES departments and programs focus on providing mediated research and educational support to Library users.

The new departments/programs are as follows:

- Arts and Humanities Services Department
- Professional Programs and General Reference Services Department
- Science and Technology Services Department
- Social Sciences and Area Studies Services Department
- Media Services Department
- Instructional Services Program

Another significant change is that four of these departments are now organized based on major

disciplinary areas. This new structure joins together the management of collection development, instruction, reference, and related services under a single department head for each subject area. These four department heads report to both the Associate University Librarian for Collections Services (Peter McDonald) and the Associate University Librarian for Research and Educational Services (Lisa Moeckel). With this new structure, the four subject-based departments are very similar in size and scope, although each offers some unique services. Media Services and Instructional Services both provide user support across disciplines.

Implementation of these changes will occur primarily on or about May 1, although some transitions will happen sooner.



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Library Development and External Relations Services

Gregory J. Griffin, Sr. Director

Effective as of April 1, 2005, the office of Library Development and External Relations (LDERS) will officially begin operations to build, cultivate and maintain lifelong relationships with the Library's external constituencies of alumni, parents and friends (faculty, staff and students in some cases). The decision to align our development programs, such as major gifts, annual giving, and grant coordination, with external relations programs, including communications, development publications, special events coordination, community outreach (including support for Library Associates) and media and public relations, reflects the Library's commitment to a comprehensive approach to fundraising.

Mary Beth Hinton, as the new Associate Director of Library Development and External Relations, will be responsible for managing the Library's annual fund, coordinating grant activity, and creating a program of donor acknowledgment and stewardship. She will also maintain important roles in developing the Library's external publications, coordinating media and public relations, planning special events, and promoting Library Associates and History of the Book Lectures.

Mary Beth's new role is vital to fulfilling our office's commitment to focus primarily on external audiences of potential Library donors (alumni, parents and friends, emeritus faculty, etc.) as opposed to the Library's primary user groups (campus community of faculty, staff and students).

To allow Mary Beth to focus on external audiences she will no longer be responsible for the following Library user centered responsibilities, which were formerly included in her position as the Library's Communications Manager:

- Developing, editing, designing, or laying out instructional and informational brochures, bulletins, and handouts for Library departments
- Developing and/or designing Library signage

- Updating Library descriptions in campus publications
- Writing and/or editing Faculty Updates
- Editing and packaging the Library's Annual Report
- Preparing and entering Homepage News updates
- Reviewing and/or editing internal or user centered documents upon request
- Publicizing Library instructional and informational sessions through campus and local media outlets
- Publicizing other user centered Library events, activities, or developments
- Coordinating and/or promoting the Library's participation in Opening Weekend, Student Involvement Fair, Spring Receptions/Campus Expos, and Strawberry Festival
- Participating in Cabinet

In addition, Mary Beth will begin transitioning off of the Library's Assessment Team with the goal of fully divesting herself of Library assessment responsibilities by June.

Over the next several months, Mary Beth and I will work with Core Service Area directors to train and assist any staff who will be assuming additional roles in these areas. As a first priority, our office will assemble a set of Library communications guidelines and procedures to support the transition. Our main objective will be to maintain high standards of quality and consistency for all Library communications. We beg your patience and understanding during this critical period of change.

The creation of the CSA of Library Development and External Relations will greatly enhance Syracuse University Library's development efforts by clarifying roles and responsibilities, providing formal leadership and strategic planning expertise, and emphasizing a team approach to these interrelated areas. As a core service area, the Office of Library Development and External Relations will also continue to benefit from having representation on the Administrative Committee (AdCom).



Information Management and System Services

William Garrison, Associate University Librarian

I am pleased to announce that portions of the new Information Management and Systems Services core service area was implemented on April 1, 2005.

The new Digital and Electronic Resource Management Services department with Nancy Turner as the head came into existence at that time. John (Mike) Puckett began reporting to Nancy Turner on that date as well. The vacant technical specialist position in this department was also posted on Friday, April 1, 2005 and will be filled soon. It has not yet been decided when the other positions allocated to this department will be filled.

In addition, LISD became Information Technology Services on April 1, and Yuming Tung began reporting to

Special Collections Research Center

Christian Dupont, Director

The Special Collections Research Center (SCRC) will continue to serve as the primary department in the Library with responsibilities for managing the Library's collections of rare printed, manuscript, and archival materials.

As a consequence, however, of the centralization of all Library cataloging services and personnel under a new department in the Information Management and Systems Services core service area, Sarah Theimer will supervise the cataloging activities of David Jensen and Janet Shahan. David and Janet will continue to perform their cataloging work in SCRC, where they will also continue to have some limited public service and other responsibilities.

The targeted date for implementing this transition is May 1. In addition to achieving better cataloging integration, SCRC also looks forward to the new opportunities and relationships created by the restructuring of the Library's electronic and digital services programs to better coordinate and integrate its own efforts in this area with other departments and units in the Library.

Digital Library Development Services

Pamela McLaughlin, Director

Digital Library Development Services is a new program created to assume responsibility for defining, establishing, and managing SUL's emerging digital library program. As stated in the New Century Library Initiative document, SUL aspires to be "an institutional leader in the creation and management in digital format of scholarly resources produced by the University community." The creation of the DLDS program provides the leadership and focus necessary to establish this new role.

As stated in the organizational review rollout materials, the Director of this program will administer Library-initiated or sponsored activities to create digital resources and collections, centralized production and management of digital library

the AUL for IMSS. Merritt Lennox and the Integrated Library System Management group began reporting to Yuming Tung at the same time.

A portion of the new Cataloging Services department will come into existence on this date also. Kevin Atwater began reporting to Charles Tremper, and Kevin will be the supervisor and contact person for all activities currently performed in the Database Management Department.

Discussions are taking place to determine all of the pieces that need to fall into place in order to implement changes for the rest of the Cataloging Services and the Acquisitions Services departments. Preliminary plans are in place to begin integrating SCRC and M&GI cataloging activities into the Cataloging Services department on May 1, 2005.

Collections Services

Peter McDonald, Associate University Librarian

The newly configured Collection Services (CS) area has broadened its set of responsibilities. Besides developing, managing, and preserving collections as we did in the past, we now add the new access piece to our portfolio. Former Preservation Administrator, Marty Hanson, is now the Head of Access and Preservation Services Department, which comprises preservation, circulation, reserves, Inter-Library loan and stack management. All supervisors for these units will now report directly to Marty.

Collection Services is also responsible for oversight of the Belfer Audio Laboratory and Archive whose curator is Sue Stinson. We will continue to work through a Subject Specialist program (selectors) as before. Mark Weimer, in his capacity as Principal Bibliographer, will continue to be the chair of the Collection Development Assembly. The AUL for CS is also responsible for copyright management at SUL.

We hope that this new configuration will enable us to look holistically at all aspects of collections and bring synergies and new collaborations between all the units under our purview. All changes should be in place by May 1st.

objects, digital library project management and coordination, and library portal development and implementation. DLDS staff will establish collaborative partnerships with library core service areas to develop digital collection priorities, policies, selection criteria, technical requirements and standards, and workflow and procedures. DLDS will also establish the Digital Library Advisory Group to inform the effective development of SU's digital library and to ensure meaningful engagement with the University community. Functional areas associated with Digital Library Program Development Services include program development, project coordination (Pamela Thomas), digital imaging services – DISC (Suzanne Preate, Digital Imaging Librarian and Penelope Singer, Technical Specialist), and Portal Development (Web Team and MyLibrary).

Organizational changes will go into effect on May 1.