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Re: Structuring, Organizing, Inventing, and Imagining Technical Services

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Re: Structuring, Organizing, Inventing, and Imagining Technical Services

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rename
repurpose
reimagine
reorganize
retool
rewrite
restructure
revamp
reconsolidate
redistribute
reduce
reinterpret
refurbish
reallocate
retrain
reinvent
renew
rethink



Reviewing

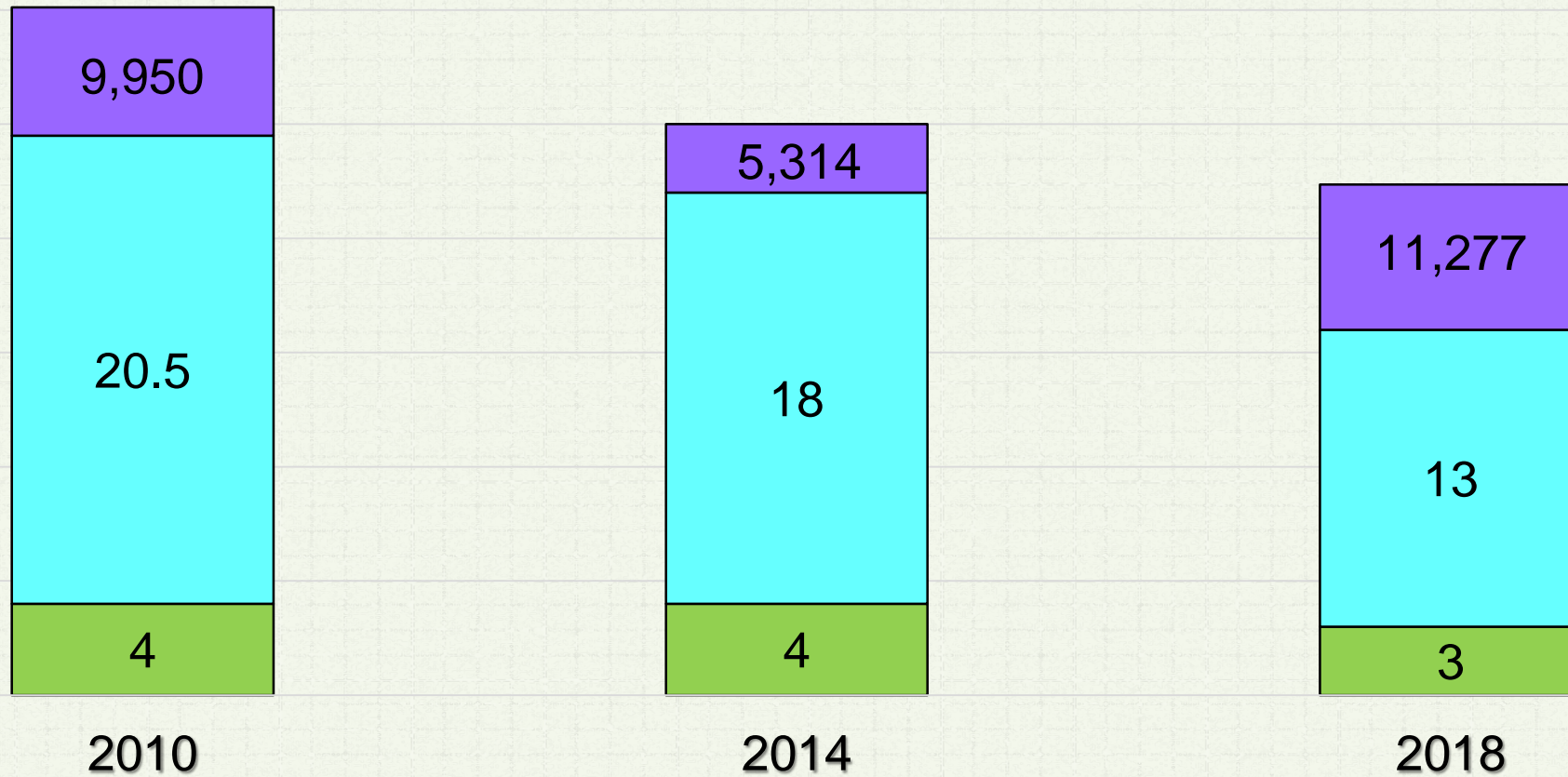
- User-centric, instead of collection-centric
- Community Zone, outsourcing, and automation
- Flat budgets and increasing costs
- Fewer staff doing more
- Focus on unique, local content



Remembering

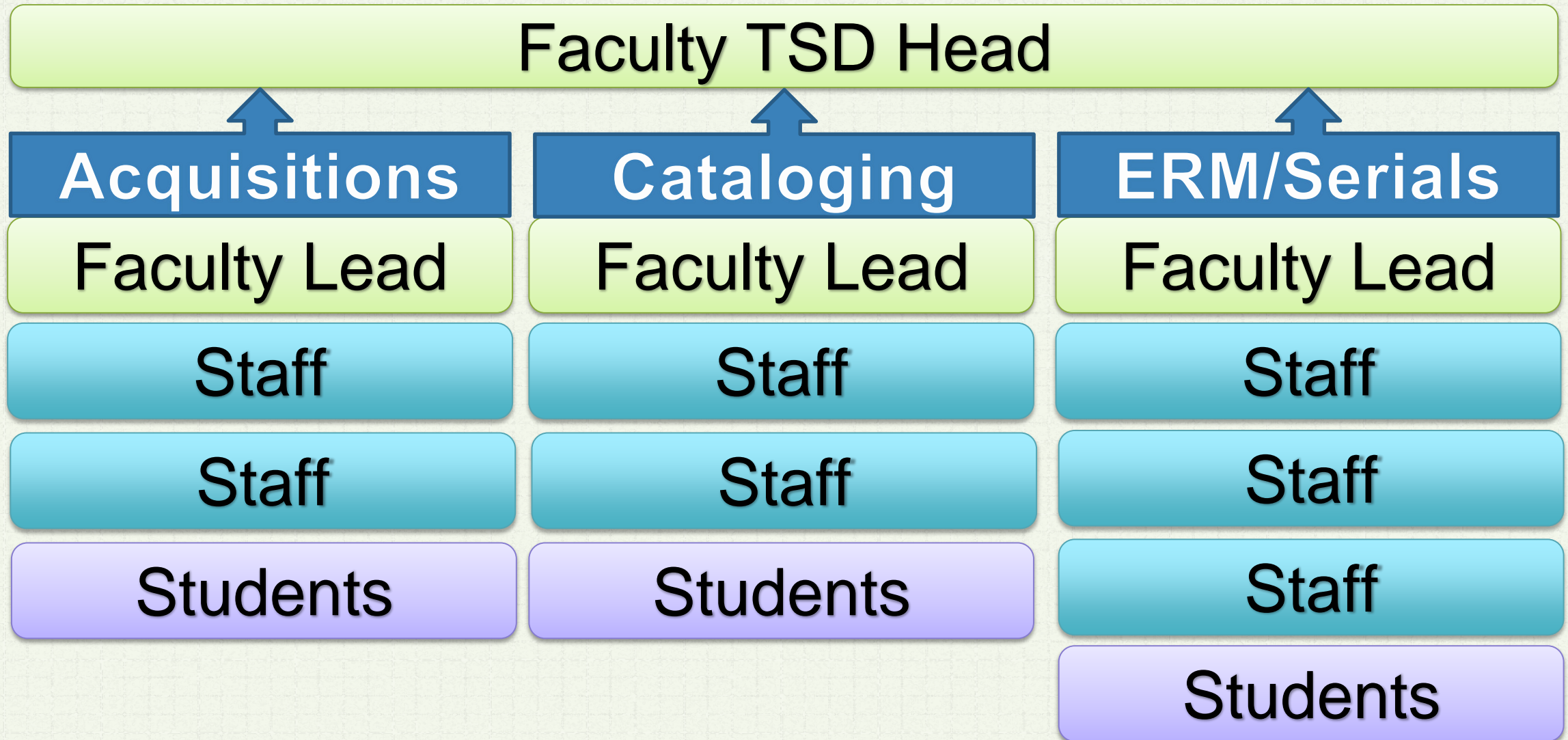
- New systems (ILS & discovery layer)
- New library leadership
- New organizational structure
- Positions rewritten, eliminated, or moved

Technical Services Staffing

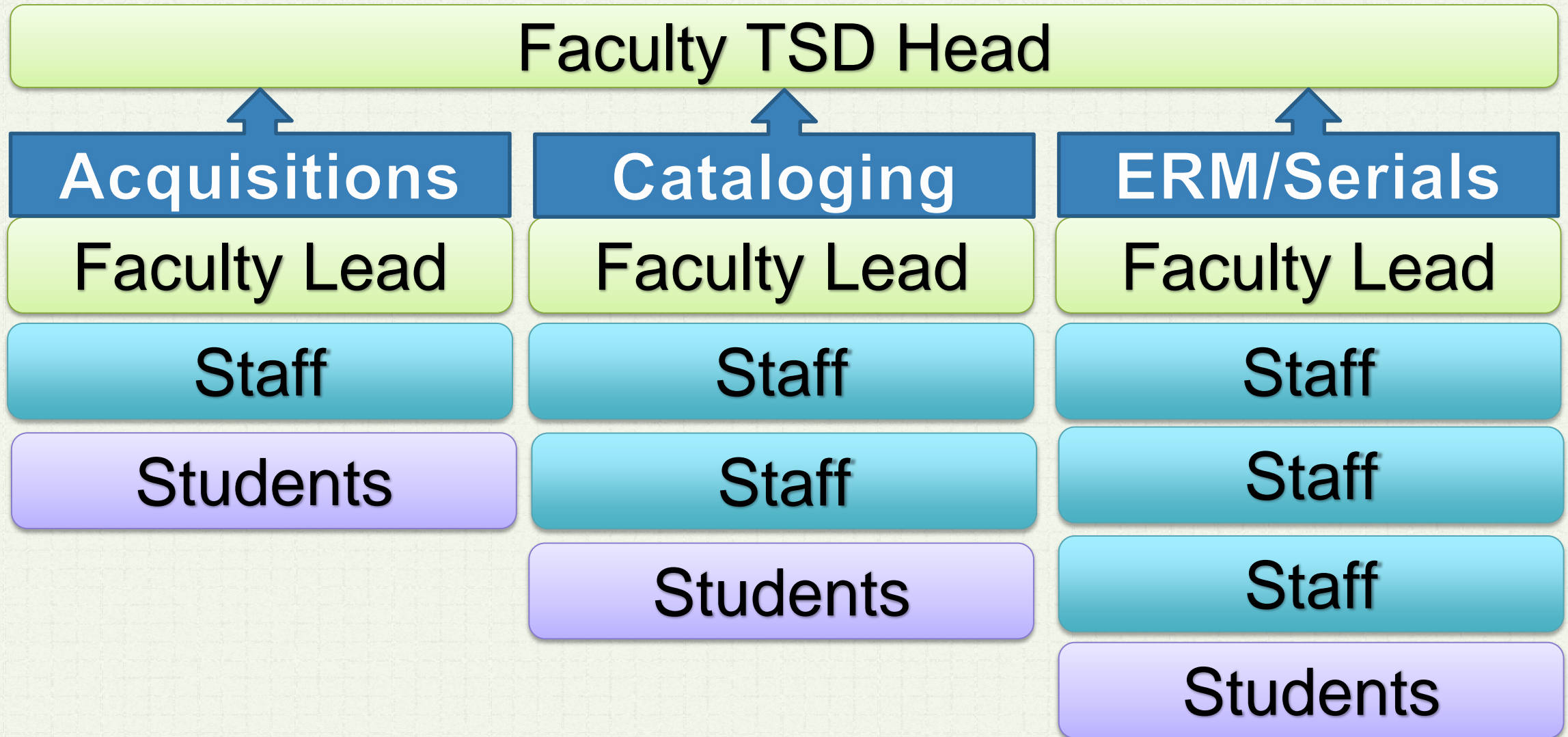


■ Faculty ■ Staff ■ Student Hours

2010 Reporting Structure



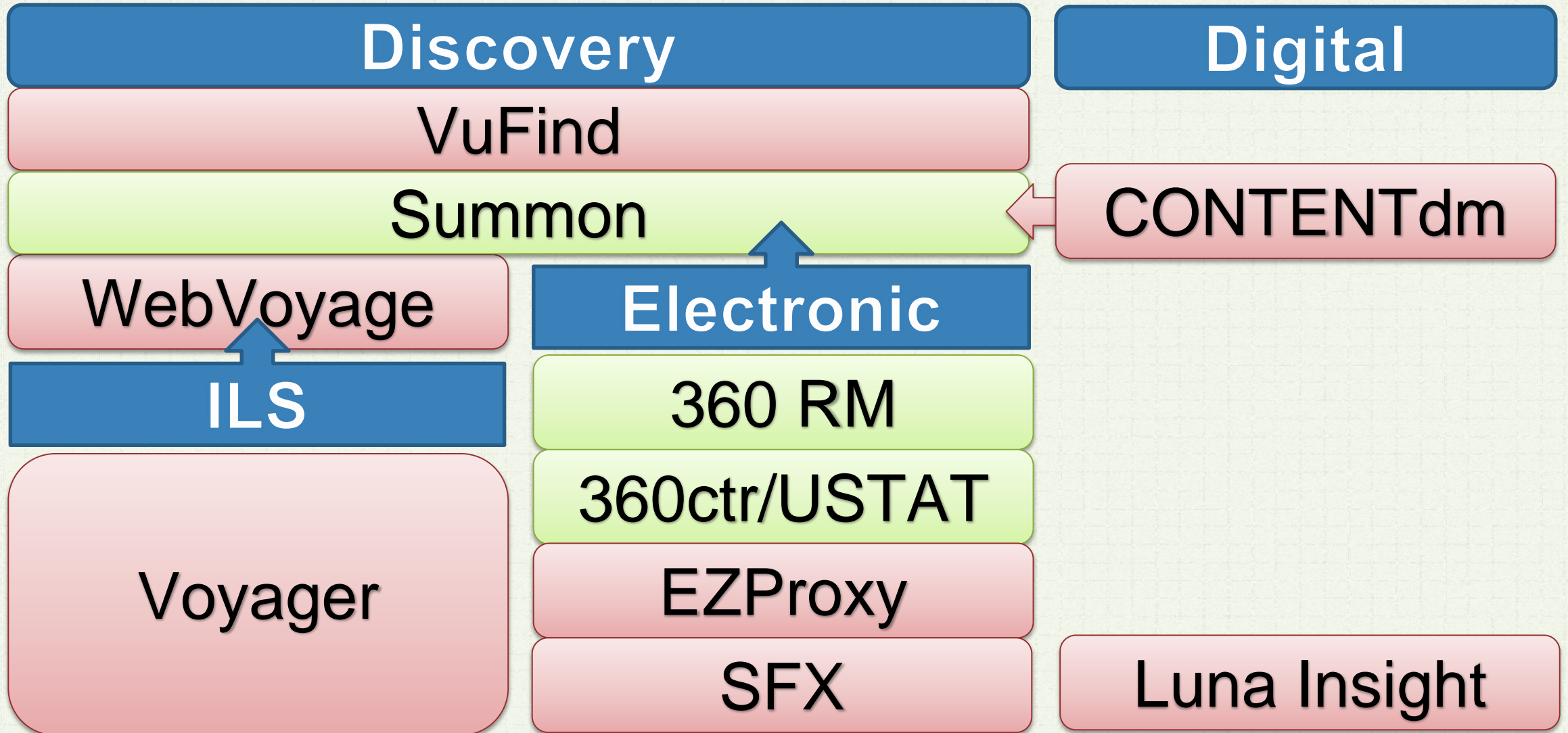
2014 Reporting Structure



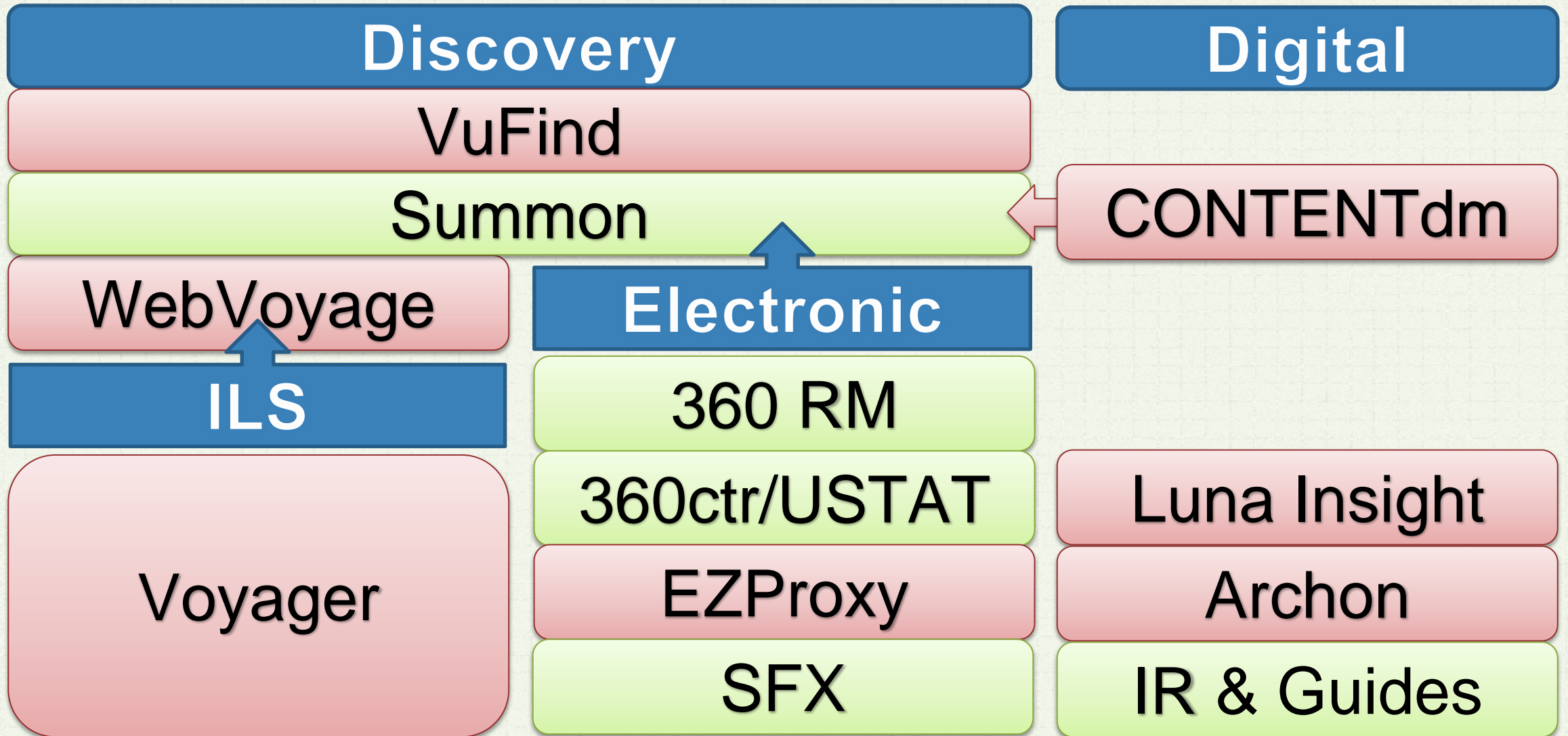
2018 Reporting Restructured



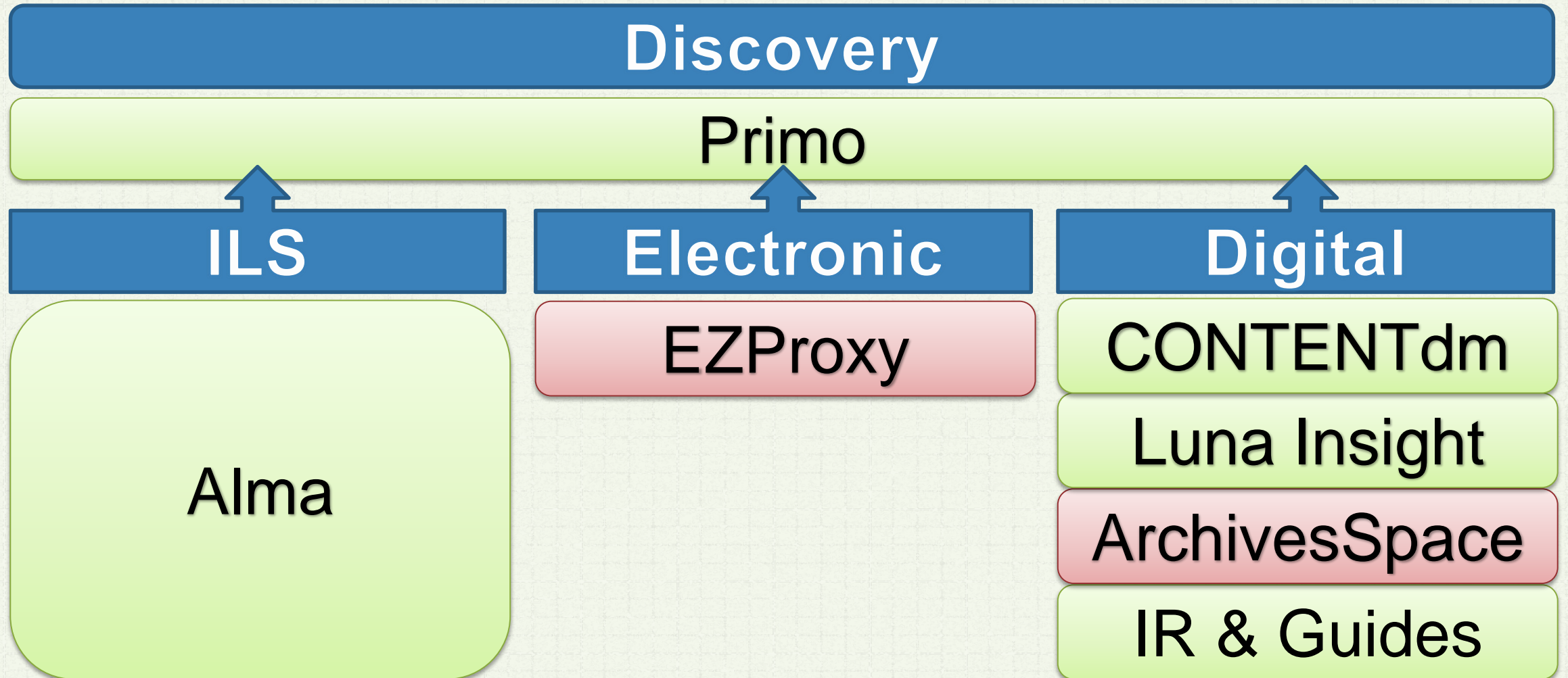
2010 Systems



2014 Systems



2018 Systems Restructured





2010 Culture

- Multi-level, hierarchical organizational structure
- Little autonomy and decision-making often required multiple levels of approval
- Highly-specialized, narrowly-focused job descriptions
- Print-centric technical services workflows
- Locally-hosted system control lived in Systems Department
- New digitization program needed metadata, platforms



2014 Culture

- ILS search created interdepartmental collaboration and information sharing
- Organization-wide focus on industry trends
- Began looking to the cloud
- Started to take a close look at our workflows

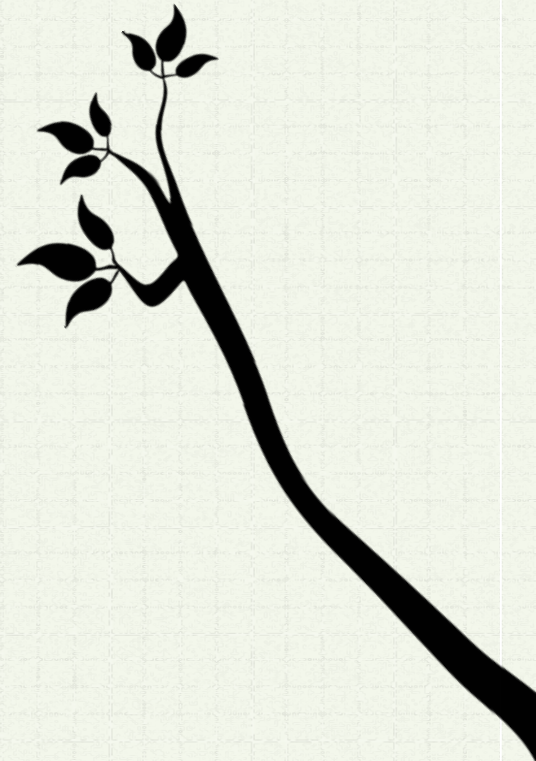


2018 Culture Refreshed

- Flatter organizational structure
- Empowered staff have more autonomy
- Encourage shared decision-making
- It's okay to NOT do some things!
- It's okay to try new things and fail
- Automation when possible
- Cross-training staff and students
- Become agile

Branching Out

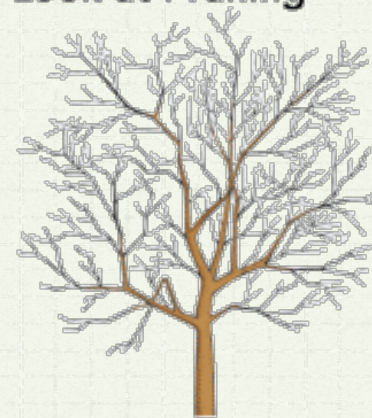
- Distributed administrative responsibility of Alma
- Record loading
- Primo administrative configuration
- Harvesting into discovery layer
- Stacks Management



Pruning Back

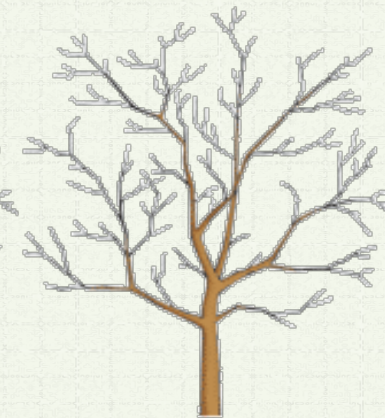
- Automated shelf-ready
- Authority control task list
- Batch functions
- Reliance on Community Zone and vendor records

A Look at Pruning



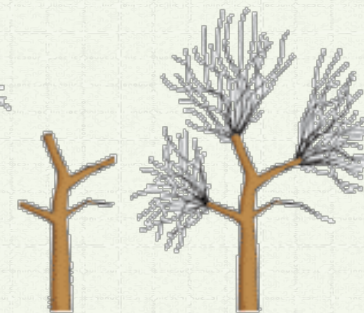
Before Pruning

GOOD



Well-Pruned, Open Head

NOT GOOD



Topping produces clumps of uncontrolled growth

Reimagining

- Refocused cataloging
- Stopped duplicating work
- Automation & outsourcing
- Streamlined workflows



Repurposing



Reinventing

- Change is hard and not always voluntary
- Remove obstacles to innovation and change
- Know where to focus your efforts
- Demystify technical services
- Be user-focused and service-minded



Thank You

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