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A Team-Based Service Model: Mann Library, Cornell University

Erica M. Johns
Cornell University

Tobi Hines
Cornell University

Ashley Shea
Cornell University

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A Team-Based Service Model: Mann Library, Cornell University

Erica M. Johns, Head of Research Services & Scholarly Engagement; Tobi Hines, Head of Operations & Outreach; Ashley Shea, Head of Instruction Initiatives

Abstract

In a time of transition, Mann Library found itself with 7 orphaned liaison departments on the heels of multiple discussions amongst the Mann liaison team about scaling services to accommodate liaison success and increasing patron demand. We learned that some liaisons would prefer to focus on research and some would prefer to focus on instruction, while many felt that outreach had become burdensome or a neglected part of their job responsibilities, The department heads began to think through other models that could support librarians, allow for more focus, and enable more consistency and standaridaztion of our services. What was born of these though exercises is the team-based approach that we began piloting in August 2019.

By separating into teams of instruction or research support and removing outreach from individual librarian responsibilities, Mann librarians have been able to prioritize their functional areas of expertise that were increasing in demand and provide more time for innovative projects. We will begin assessment for the model in spring of 2020 but are also taking an iterative approach and course correcting as necessary as we implement these changes.

Established Challenges

- Non-standardized instruction and outreach
- New functional areas of expertise that require more staff time
- Different department needs led to imbalanced workload amongst liaisons
- Too many departments for our current staffing levels
- Tailored services (e.g. instruction sessions) have led to inefficient use of staff time since each customization requires significant upfront time investment

Liaison Discussions

## Liaison Model 2012-2018

Research Support & Instruction Comparison

YEAR	Liaison Research Consultation (hours total)	Non-Liaison Research Consultation by Liaisons (hours total)	Total Research Consultations by Liaisons (hours total)	Liaison Instruction (hours total)	Non-Liaison Instruction by Liaisons (hours total)	Total Instruction by Liaisons (hours total)
2015	277.50	181.63	458.63	171.08	94	265.08
2016	349.33	160.42	509.75	194.42	29.08	223.50
2017	428.58	374.27	802.85	258	157.67	415.67
2018	449.75	383.67	833.42	190.50	365	555.50

HOURS TOTAL = PREP + CLASS TIME + FOLLOW-UP
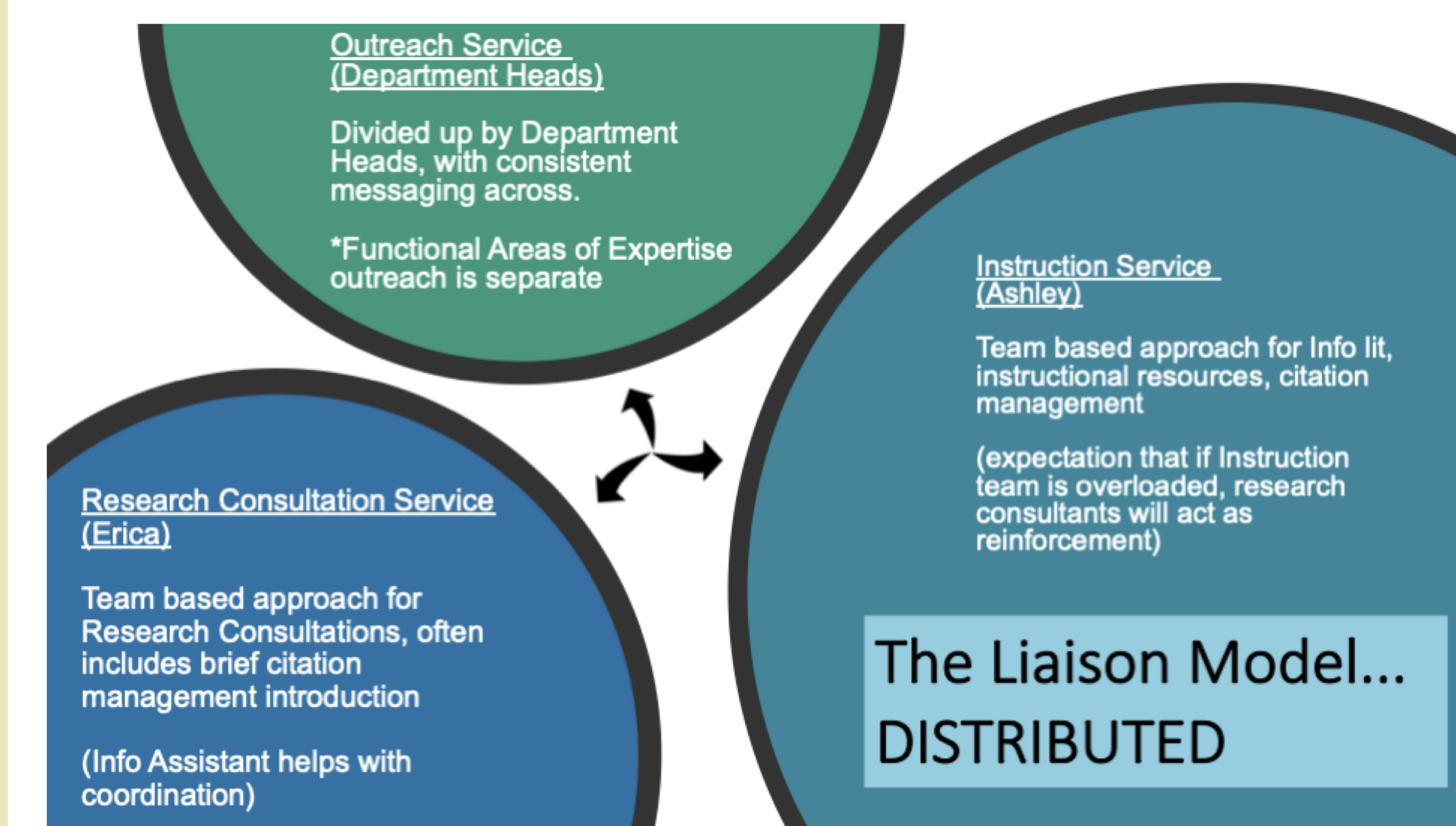
Models Reviewed

UT Austin Engagement Teams			University of Guelph Functional Teams				University of California, Riverside		
Arts, Humanities, Global Studies	STEM and Social Sciences	Teaching and Learning	Instruction & Curriculum Support	Info. Discovery & access	Scholarly Comm.	Collection dev.	Research Services	Teaching and Learning	Collection Strategies

Team-Based Service Model 2019

Outreach Service
(Department Heads)

Divided up by Department Heads, with consistent messaging across.

*Functional Areas of Expertise outreach is separate

Instruction Service
(Ashley)

Team based approach for Info lit, instructional resources, citation management

(expectation that if Instruction team is overloaded, research consultants will act as reinforcement)

Research Consultation Service
(Erica)

Team based approach for Research Consultations, often includes brief citation management introduction

(Info Assistant helps with coordination)

The Liaison Model...
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Implementation Plan

Roadmap

Fall 2018	Spring 2019	Summer 2018	Fall 2019	Spring 2020	Fall 2020	Spring 2021
Introduce model; administer anonymous survey	Initial group discussion following this presentation	Follow-up group discussion	Phase 1 implementation / Management team will meet w/ CUL Assessment for assessment strategy		Librarian Assessment of Model	Patron Assessment of Model

Team meetings throughout to discuss logistics, "the how", frequent

Team meetings to communicate team efforts