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## Leading Change: A Case Study of a Transparent, Scaffolded Process for Rebalancing Workloads across Liaisons

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# Leading Change



A Case Study of a Transparent,  
Scaffolded Process for Rebalancing  
Workloads across Liaisons

# Indigenous Land & Enslaved Peoples Acknowledgement

We invite you to recognize the written histories of the Shenandoah Valley, the city of Harrisonburg, and our university's namesake, James Madison, as fractured.

Let us acknowledge then that we are currently on the land of the ***Indigenous Siouan, Algonquian, and Haudenosaunee communities*** who lived here for many generations and who continue to be systematically erased by policies and practices that remove their histories from this place.

Let us honor the ***enslaved people*** who built the wealth and foundation of James Madison.

Let us recognize the histories of Virginia and the United States as complicit with the racism of white supremacy.

We recognize that these difficult histories persist in present-day racial realities and privileges at this university. We commit to dismantling racism in spaces of our work. We invite you to work beside us to create change.

# This Presentation

- ▷ Review change process
- ▷ Explore decision-making
- ▷ Share with each other

A photograph of the James Madison University sign, which is a curved wall with grey stone blocks and large black letters. In the foreground, there are yellow and purple tulips. A white rounded rectangle in the bottom right corner contains statistics.

# JAMES MADISON UNIVERSITY

21,820 students

1,061 faculty

121 majors





## Research & Education Services

11 liaison librarians  
2 functional specialists  
2 grad assistants  
2-4 student employees

# Liaison Librarianship at JMU

Liaison Librarians at JMU Libraries work with students, faculty, and staff in specific academic departments with teaching & research.

Our activities include

- ▷ Outreach & Collaborative Partnerships
- ▷ Instruction & Consultation
- ▷ Collection Development

Our expertise is in

- ▷ information literacy
- ▷ scholarly communication
- ▷ disciplinary cultures and practices

# The Case

- ▷ Goals
  - Review workload capacity across liaison areas
  - Identify existing and future needs and wants based on department, Libraries, and campus
- ▷ Timeframe
  - Rebalance Spring 2020 in prep for Fall 2020



# The Case

- ▷ Outputs
  - 1-page document of proposed solutions for Dean and Associate Dean
- ▷ Outcomes
  - Increase transparency and understanding about workload balance
  - Have clarity about the process for decision-making

# Understanding Organizational Culture



*“an organization's culture is based on **values** derived from basic assumptions about the following:*

- ▷ *human nature,*
- ▷ *organization's relationship to environment,*
- ▷ *appropriate emotions*
- ▷ *effectiveness (aka metrics)”*

# Ethics of Care

*“an ethic grounded in voice and relationships, in the importance of everyone having a voice, being listened to carefully (in their own right and on their own terms) and heard with respect”*

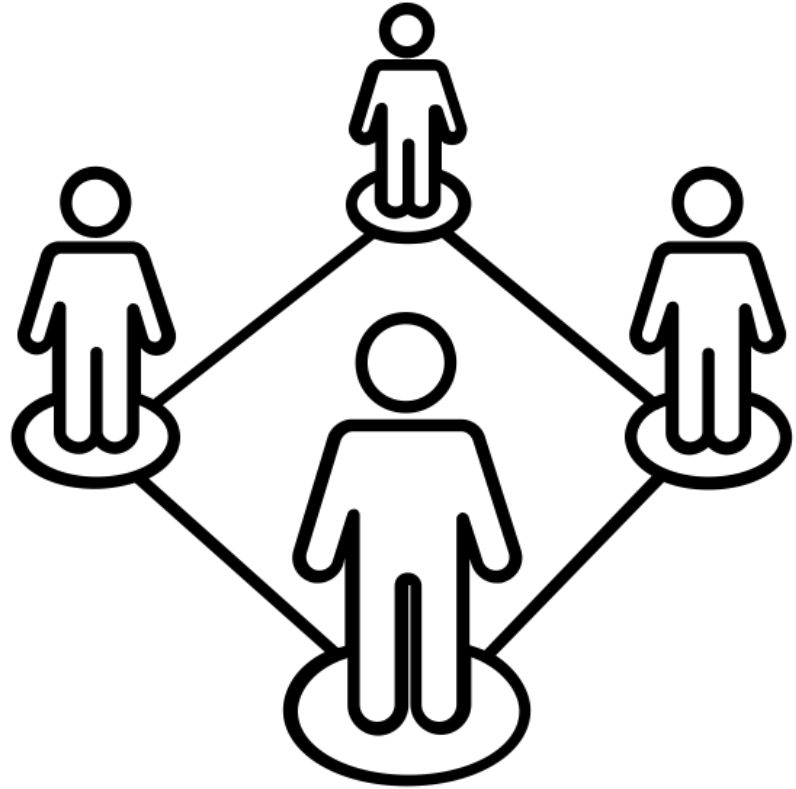
- [Carol Gilligan](#)



Created by Adrien Coquet  
from Noun Project



# Community Considerations



Created by parkjisun  
from Noun Project



# Question 1

How would you describe your organization's culture?

Respond in the chat box.

## Question 2

Think of a time you've gone through organizational change.

What is 1 word that describes how you ***felt*** about the process?

Respond in the chat box.



*I've learned that people will forget what you said,  
people will forget what you did.  
But people will never forget how you made them feel.*

*- Maya Angelou*

*#CiteBlackWomen*

1.

# Sharing Knowledge





# 2018-2019 Liaison Workload Distribution

Individual Liaisons	Student FTE	Full-Time Faculty	# of Degree Programs (UG/G)
Humanities	553	75	6/1
Health	2440	72	3/6
Business	4994	179	11/3

# High Stakes Assessment



# Organizing the List

<b>Needs</b>	<b>Wants</b>
2 <sup>nd</sup> Business Librarian OR Support for Business Collections, Hart School of Hospitality, Sport and Recreation Management, & COB Peer Research Advisers Supervisor	Communication & Media Studies Backup
Director OR Coverage for Health/Nursing Liaison Areas	Sociology & Anthropology Liaison
GenEd Information Literacy Assessment Support	Special Collections Instruction
Graduate Assistant Supervisor	2 <sup>nd</sup> Science Librarian

## Question 3

Libraries and higher education do lots of counting and collecting.

What source(s) of data do you collect to describe a liaison's workload?

Respond in the chat box.

2.

# Shared Leadership



# Key Characteristics of Shared Leadership

- ▷ Lateral influence among peers
- ▷ Leadership as a group-level phenomenon
- ▷ Leadership roles dispersed across team members

# Shared Leadership in Action

- ▷ Open solution development
- ▷ Peer experts on issues
- ▷ Peer led proposal development
- ▷ Tap colleague to facilitate Director conversation

## Question 4

Reflect on the following

- What expertise do you have?
- What expertise do people on your team have?
- How can you bring them into decision-making?

If 1-2 people would like to share, please use the mic.

3.

# Facilitating Communication

# Communication Flow

**January**

Prepare & draft plan

**Feb. 24**

Dept kickoff conversation



**Associate  
Dean  
leaves**

**March 4**

Director conversation



**COVID**

**March 25**

Dept mtg to finalize proposals



**Liaison  
leaves**

**March 30**

Dept, Associate Dean, Dean meet to discuss proposals

# Meeting Guidelines

## Example of guidelines before presenting list of problems

This is not...	This is...
Commentary on individual people's performance	Review of observations, personal conversations, and activities from across the department

# Example of guidelines for discussion about solution brainstorming

This is not...	This is...
Time to be shy	We need everyone to participate in this process. If you don't say it, we can't address it.
Decision time	Time to start testing different combinations of solutions, being open to feedback, and continuing the conversation outside of this meeting.  We meet again in March with the Dean and Associate Dean to review proposals.

# Continuing the Conversation

padlet

Carolyn Schubert + 3 • 1d

## RES Needs Discussion

Have questions about a function or position? Contact the person listed on each

### Proposal

Person becomes the liaison

2 likes, 0 dislikes, 0 comments

### Liaise with Hart School

Carolyn

0 likes, 0 dislikes, 1 comment

### Cluster Collections Coordinator role

Person will take on some additional logistical and analytical tasks for collections work in the SciTechBus cluster.

### Supervision for COB Peer Research Advisers

Student Supervisor

0 likes, 0 dislikes, 2 comments

### Business Collections

Business Librarian

0 likes, 0 dislikes, 0 comments



# Where We Landed

- ▷ Output
  - Rethink vacancy + rebalance Humanities

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- ▷ Output
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  - Centralize Visual & Performing Arts

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  - Shift 1 School in College of Business

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  - Shift 1 School in College of Business
  - Identify team for high stakes assessment

# Where We Landed

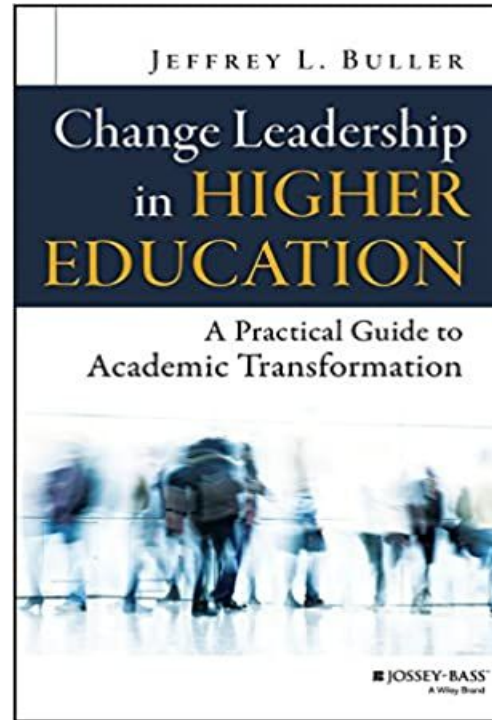
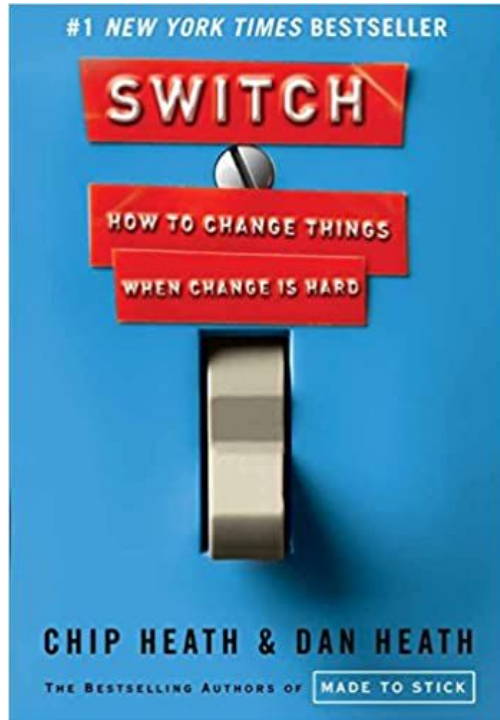
- ▷ Output
  - Rethink vacancy + rebalance Humanities
  - Centralize Visual & Performing Arts
  - Social Sciences → Copyright + some liaison
  - Centralize Science-Business-Tech Collection Development
  - Shift 1 School in College of Business
  - Identify team for high stakes assessment
  - Hire a permanent Director

# Lessons Learned

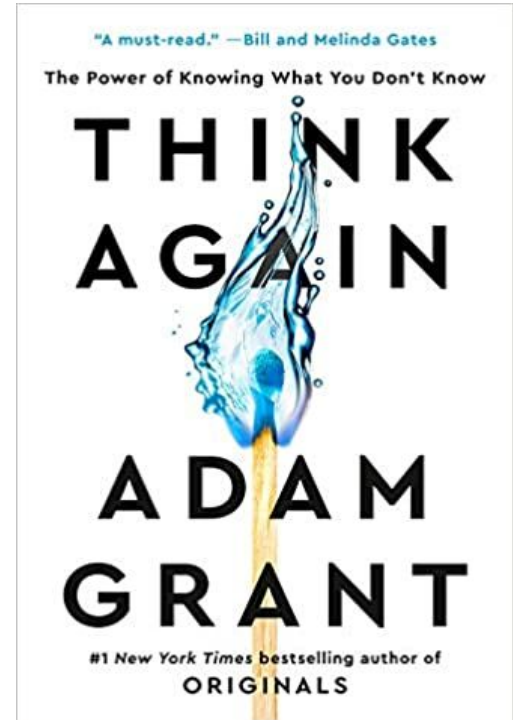
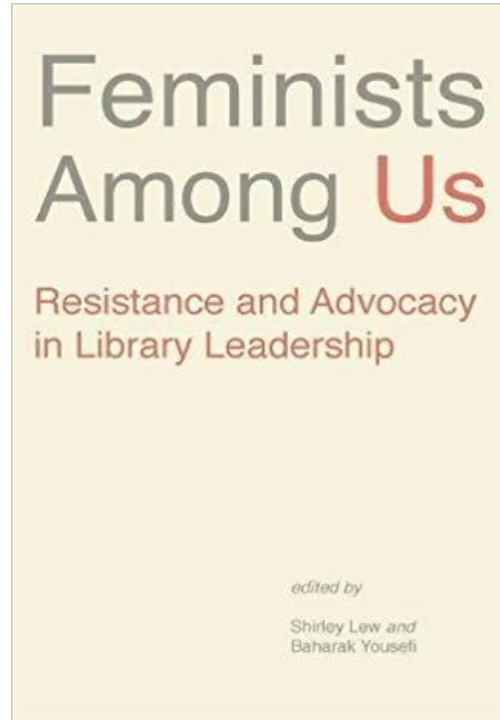
- ▷ Mix of firm + “let’s try” solutions
- ▷ Continue to expand ways of knowing and describing workloads



# Sources that Informed



# Still Learning



# Thanks!

## Any questions?

You can find me at:  
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@carolynthelib

# Credits

Special thanks to all the people who made and released these awesome resources for free:

- ▷ Presentation template by SlidesCarnival
- ▷ Photographs by Unsplash