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Successes and Challenges of Being Interim Leaders During a **Pandemic**

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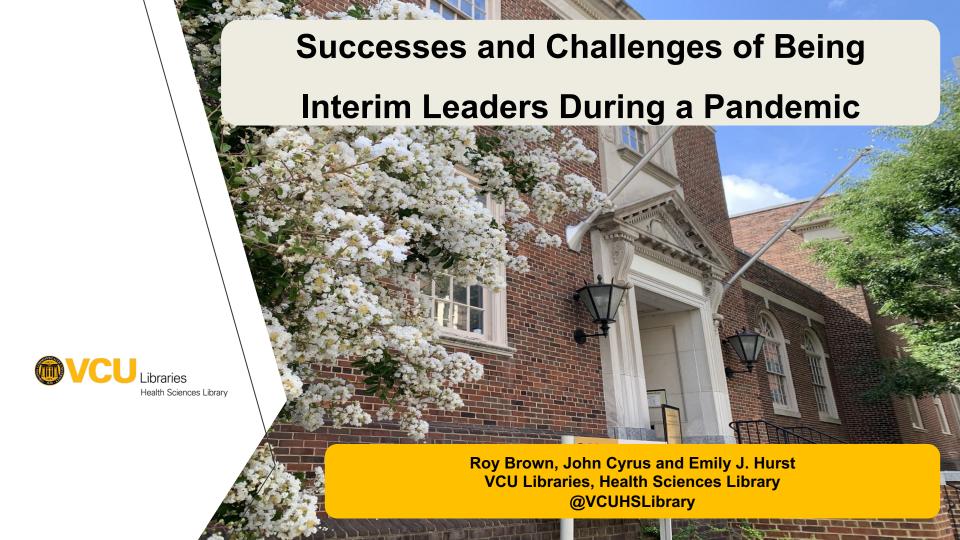


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Background



John Ulmschneider

Dean of Libraries and University Librarian

5 faculty and 2 staff reports



Teresa L. Knott

Director and Associate Dean, Health Sciences Library

5 faculty reports



Emily J. Hurst

Deputy Director and Head, Research and Education

1 staff and 7 faculty reports



Roy Brown

Research and Education Librarian

Nursing Liaison



John Cyrus

Research and Education Librarian

Liaison to Medicine, Clinical



Background (Interim Overview)



Teresa L. Knott

Interim Dean of Libraries and University Librarian

6 faculty and 2 staff reports



Emily J. Hurst
Interim Director and Associate Dean, Health Sciences Library

5-6 faculty reports



Roy Brown
Interim Head, Research and Education
Nursing Liaison



John Cyrus
Interim Head, Research and Education
Liaison to Medicine, Clinical

1 staff and 2 faculty reports

1 staff and 2 faculty reports



Transition into Interim Leadership

- Communication
 - with interim AD onboarding to dept. head role, etc.
 - with direct reports / onboarding to their job responsibilities
 - between interim department heads
- Expectation setting
 - understanding scope of job responsibilities for interim dept head
 - developing goals related to interim position and balancing with liaison roles
 - open communication about any ideas for the department "Not Just Holding a Place"



During the interim period

Challenges

- COVID-19 pandemic
 - Uncertainty and stress
 - motivating, coping, accommodating
- Supervising peers in an interim role
- Balancing Dept. Head and liaison duties
- Multiple layers of interim authority



During the interim period

Outcomes

- Finalized a Mission Statement for the Department
- Established a 5 year Plan Exercise for all in Department
 - Mentor
 - Set Training Priorities/Opportunities
- Each Gained Knowledge About What it Takes to Lead a Department
- Better Colleagues and Advocates

Transition Back to Librarian Positions

- communication with interim AD
 - discussion of any retained roles or responsibilities
- communication with direct reports
 - what worked worked and what didn't and concerns about transition back, what can we pass on to returning department head
- formal wrap up activities for year
 - annual evaluations and goal setting with direct reports



Thank You!

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