Organizational Design for 21st Century Convergence: Realignment at the University of Calgary

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Meeting: **106. Academic and Research Libraries with Management and Marketing**

Abstract:

A major organizational and resource realignment of Libraries and Cultural Resources is underway. This realignment is designed to support and enhance our vision for convergence, the integration of libraries, archives, museum and academic publishing in realizing our education, research and creativity, and community service goals. This convergence is programmatic in its intent to combine diverse resources in support of common outcomes and is professional in its effort to employ all academic staff, librarians, archivists and curators, and managerial and support staff in achieving collective success. This new organizational and service model has been explicitly incorporated into the design and planning of the Taylor Family Digital Library Project, a $205.5 million CND initiative, including a new 265,000 sq. ft. central library and a 1.6 million volume-equivalent high density storage facility. The Taylor is designed to advance learning and research, to promote discovery and use of the "Collection of the 21st Century," to further knowledge creation and global distribution of research information, and to provide a rich cultural environment for students, faculty and the community. Current organizational change is being conducted in a manner symbiotic with the design and potential of the new building, but the organizational model being implemented resulted from a year-long review and planning process focusing on faculty, students, staff and community partners.

Libraries and Cultural Resources is a principle division of the University of Calgary (Calgary, Alberta, Canada). It is comprised of the research library, including a central facility, five campus branches and archives and special collections, the university art museum, and the University of Calgary Press. Additional facilities include a library and archives at the Military Museum, a Canadian Forces facility, a library supporting the

University of Calgary nursing program in Doha, Qatar, and small libraries in each of the principal hospitals in the city, operated through a partnership with Alberta Health Services. The University of Calgary is a comprehensive research university, ranked seventh among Canada's thirteen research-intensive universities. The university is only forty-three years old and has expanded rapidly, with a student population of 29,000, 19% of which are graduate students working in fifty-two graduate degree programs.

UNIVERSITY OF CALGARY
LIBRARIES AND CULTURAL RESOURCES

Taylor Family Digital Library

Five Campus Branches

Archives & Special Collections

The Nickle Arts Museum

University of Calgary Press

High Density Library

Doha, Qatar

Health Information Network

The Military Museums

Downtown Campus Library

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LAMP

Central Library   University Archives
The Nickle Arts Museum   University Press

This new organizational and service model has been explicitly incorporated into the design and planning of the Taylor Family Digital Library Project, a $205.5 million CND initiative, including a new 265,000 sq. ft. central library and a 1.6 million volume-equivalent high density storage facility, providing storage for art, archives, and artifacts in addition to books and journals. The new building includes the art museum with extensive galleries, the archives and the University Press. Construction of the Taylor Family Digital Library (TFDL) and the High Density Library (HDL) are both nearing completion with the move into the HDL now underway and the move into the Taylor beginning this fall.

Taylor Family Digital Library

Libraries and Cultural Resources

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Convergent Physical Space

Living Lab for the Future

Where innovation and creativity produce tomorrow's successes

In November 2008, teams were appointed to address six thematic areas. The various teams incorporated archivists, librarians and curators and managerial and support staff into their membership, and selected representatives from Information Technologies, Student and Enrolment Services and the Teaching and Learning Centre also served. The six teams were Learning Services, Research Support, Collections, Media and Technology, Staffing, and Outreach and Community Involvement. Team mandates reflected a sense of converged outcomes in each area, and they were charged with identifying priority recommendations to move from this conceptual framework to practical realities.

Planning for Convergence

Implementation Planning Committees

Collections Learning Media/Technology Outreach Research Staffing

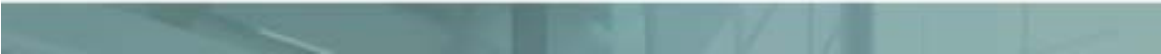### Organizational Review and Strategic Re-Alignment

Fifty-two individuals served on one of the six teams, and their work was overseen by a Director of Implementation Planning, who chaired a seventh team comprised of the chairs of the six teams. Each team began with literature searches in their area, and Basecamp, project management software, enabled communication within and across teams, including posting and tracking agendas and posting and commenting on documents and readings. Focus groups were held for students, staff and faculty; presentations were made to campus and community groups; and over fifty individual interviews were conducted with faculty across the campus.

Team submitted draft reports in May 2009, and final reports were submitted in July, after which staff hearings on each report were held. Design of a new managerial structure was initiated. Five principal objectives to be served by the organizational and resource realignment were articulated: Commit to Being Digital; Rare and Unique Resources; Integrated Discovery; Enhanced Involvement in the Research Endeavour; and Transforming Scholarly Communications.

Strategic Objectives

1. Commit to Being Digital
2. Unique Resources
3. Integrated Discovery
4. Enhanced Involvement in the Research Endeavour
5. Transforming Scholarly Communications

In "committing to being digital," we acknowledged that while printed books and journals would remain germane and critical to daily operation, information discovery and use and knowledge creation are principally digital, and we should focus our resources on that reality.

Embrace New Media Scholarship

But contemporary research, information access and knowledge creation are primarily digital

Contrasting with the ubiquity of journal and monographic texts in digital form, distinctive primary resources have enhanced value in teaching and research and in establishing a rich educational environment. As the nature of primary resources change, however, we must broaden our definitional scope.

Primary Source Materials and Artifacts
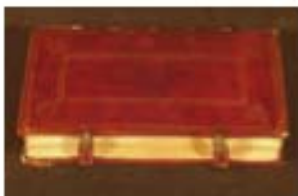
Our users emphasized the importance of integrated discovery. They do not want to have to explore different sources for access to text, image, art and data. The digital world they live in does not make distinctions based on traditional differences in document form and professional roles.

In the networked world, many users draw little distinction between document forms, and those forms are viewed as mutable.

"Information" is Everywhere.

In this environment, traditional curation roles are largely ignored.

Our interviews also identified the need to redesign and enhance research support. While implementation of the learning commons concept is widely accepted as an effective means on supporting teaching and learning and enhancing the student experience, awareness of our resources for research support is uneven and often concentrated in areas of traditional scholarship rather than on the "cutting edges" of new research. In focusing on transforming scholarly communications, we are responding to both the evolving changes in this area and to the need to address all aspects of the research cycle synergistically.

Collaborative Data Research Visualization Lab

Enabling Multi-dimensional Research Analysis

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Research Cycle

Inspiration ← Preservation

Collections ↖ Dissemination

Understanding/Analysis/ Synthesis → Creation of New Knowledge

In seeking to organize Libraries and Cultural Resources (LCR) in a manner best able to address these objectives and to respond to the changing nature of the collection of the 21st century, we have adopted a structure that focuses on broad outcomes. This outcome-based management structure does not mirror specific functions or services. We assume that while functions and services will change continuously, principal outcomes will remain central to our mission. This approach allows us to direct staff from across the organization toward the achievement of common goals and also facilitates the reassignment of staff and other resources within broad reporting areas.

The four outcome-based areas delineated are research, collections, learning and scholarly communications. In the three general areas, Associate Vice Provosts (AVP) were appointed, and a Director for the new Centre of for Scholarly Communications was named. All four were appointed from among existing senior staff.

Outcome-Based Organization

Kim Clarke
AVP, Research

Helen Clarke
AVP, Collections

Darlene Warren
AVP, Learning

Mary Westell
Director, Centre for Scholarly Communications

Principal divisions reporting to the AVP Research include: Commerce, Society and Public Policy; Science and Engineering; Health Sciences; and Centre for Arts and Culture. The Centre for Arts and Culture is newly established; Commerce, Society and Public Policy aggregate existing units plus the newly developing Downtown Campus; Science and Engineering expands an existing unit; and Health Sciences largely replicates existing support for medicine, nursing and veterinary medicine, but adds kinesiology and also includes regional health information services and library services to the campus in Doha.

Associate Vice Provost, Research

| Arts & Culture | Science & Engineering (Gallagher) | Law and Society | Business & Downtown Campus Library | Health Sciences |

All supported by the Collaborative Data Research Centre (MADGIC)

By establishing broad disciplinary aggregations, we are seeking to achieve economies of scale, but also importantly, to better respond to growing interdisciplinarity. With the exception of Health Sciences, internal searches are underway for new directors for these divisions. The new Centre for Arts and Culture brings together archivists, curators and librarians from Archives and Special Collections, Nickle Arts Museum, Visual and Performing Arts, Military Museums Library and Archives and librarians with humanities liaison responsibilities. Also reporting to the AVP Research is the Collaborative Data Research program.

Under the AVP Collections, a new Metadata Services unit incorporates existing collections, acquisitions and bibliographic services, but also expands to include descriptive information for archives and museum holdings. To better enable integrated discovery, LCR Systems has been assigned here, adding responsibility for archival and museum systems to existing library systems management. This AVP will exercise system-wide leadership in conceiving the collection of the 21st century.
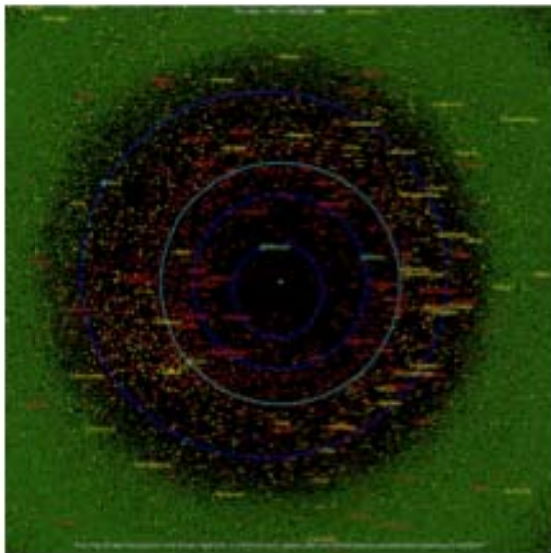
The Collection of the Future

Redefining the Collection

Digital Objects of Scholarly Interest

Visualization of Real-Time Asteroid Data

Real-Time Digital
Primary Resources

Active text based communication lives on the Web
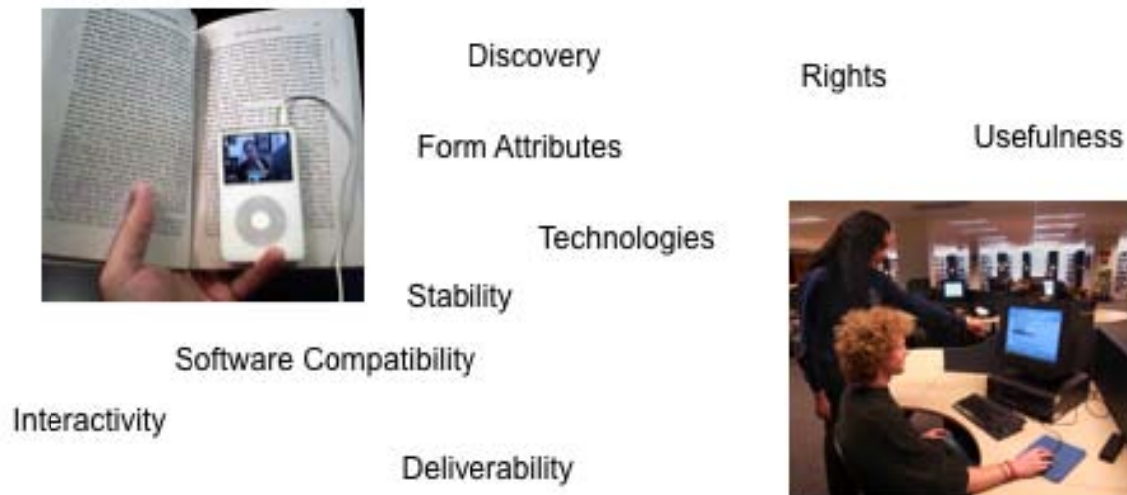
New Media Art

Exhibit art throughout the building

Across the Campus and the Community and Worldwide

Commit to Being Digital

Making Collections Work for Users

Discovery

Rights

Form Attributes

Usefulness

Technologies

Stability

Software Compatibility

Interactivity

Deliverability

The AVP Learning is responsible for the Learning Commons and our collaboration with University Enrolment and Student Services in a new Centre for Student Success located centrally on the third floor of the Taylor Library, the coordination of instruction and reference services, and access services, including circulation, interlibrary lending and operation of the high-density storage facility.

Associate Vice Provost, Learning

| Learning Commons | Instruction, Literacy & Reference Coordination | Access Services | Centre for Student Success Collaboration |

The new Centre for Scholarly Communications brings together the full range of services relevant to the creation and dissemination of scholarly information. Most significantly, the University of Calgary Press is directly integrated, incorporating their peer review and journal management capacities into the larger mission to transform scholarly communication. Other activities assigned there are digitization services, intellectual property rights education and administration, open access initiatives, including our Open Access Authors Fund and campus-wide promotion, institutional repository operation, digital preservation, and participation in Synergies, a national Canadian Foundation for Innovation project supporting the transition of Canadian journals in the social sciences and the humanities to electronic publication.

Director, Centre for Scholarly Communications

U of C Press	Institutional Repository	Digitization Services
Preservation of Digital Content	Synergies Project	Open Access Initiatives

Property Rights Management & Education

An important general feature being initiated is the assigning of faculty liaison responsibilities to archivists and curators in addition to librarians. The purpose of this change is to broaden the capacity and disciplinary scope of the liaison effort. Through participating in a common cadre in realizing the liaison mandate, it is also hoped that all participants will develop a broader knowledge of the range of information sources we manage. Additionally, promotion of our open access agenda is being added to liaison responsibilities.

In addition to the range of outcome-based assignments described here, a suite of administrative services including communication, development, finance, human resources and planning will be managed through the Office of the Vice Provost.

Libraries and Cultural Resources at the University of Calgary is a relatively unusual organizational constellation, but the challenges being addressed are common to a broad spectrum of knowledge and cultural institutions today. We live in a world in which traditional curatorial boundaries are unobserved by much our clientele. There is an international trend to better integrate information and heritage collections and services. But even in the administration of "libraries," narrowly defined, an outcome-based focus provides a new prism through which to compare the criticality of various functions in achieving our primary goals and to envision new models for their accomplishment.

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