



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

Geraldine Rinna
Electronic Resources
Librarian

Marianne Swierenga
Cataloging and Metadata
Librarian

Emily Gross
ILS Specialist



A word cloud featuring various verbs that start with the prefix 're-'. The words are arranged in a roughly circular shape, with 'reallocate' on the left and 'refurbish' on the right. The words are color-coded: blue for 'reallocate', 'restructure', 'reinvent', 'renew', and 'rethink'; teal for 'reimagine', 'reconsolidate', 'reinterpret', and 'rethink'; green for 'reorganize', 'rewrite', 'reduce', and 'refurbish'; purple for 'rename', 'redistribute', and 'retool'; and dark purple for 'repurpose'. The background is a light gray grid.

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



Reviewing

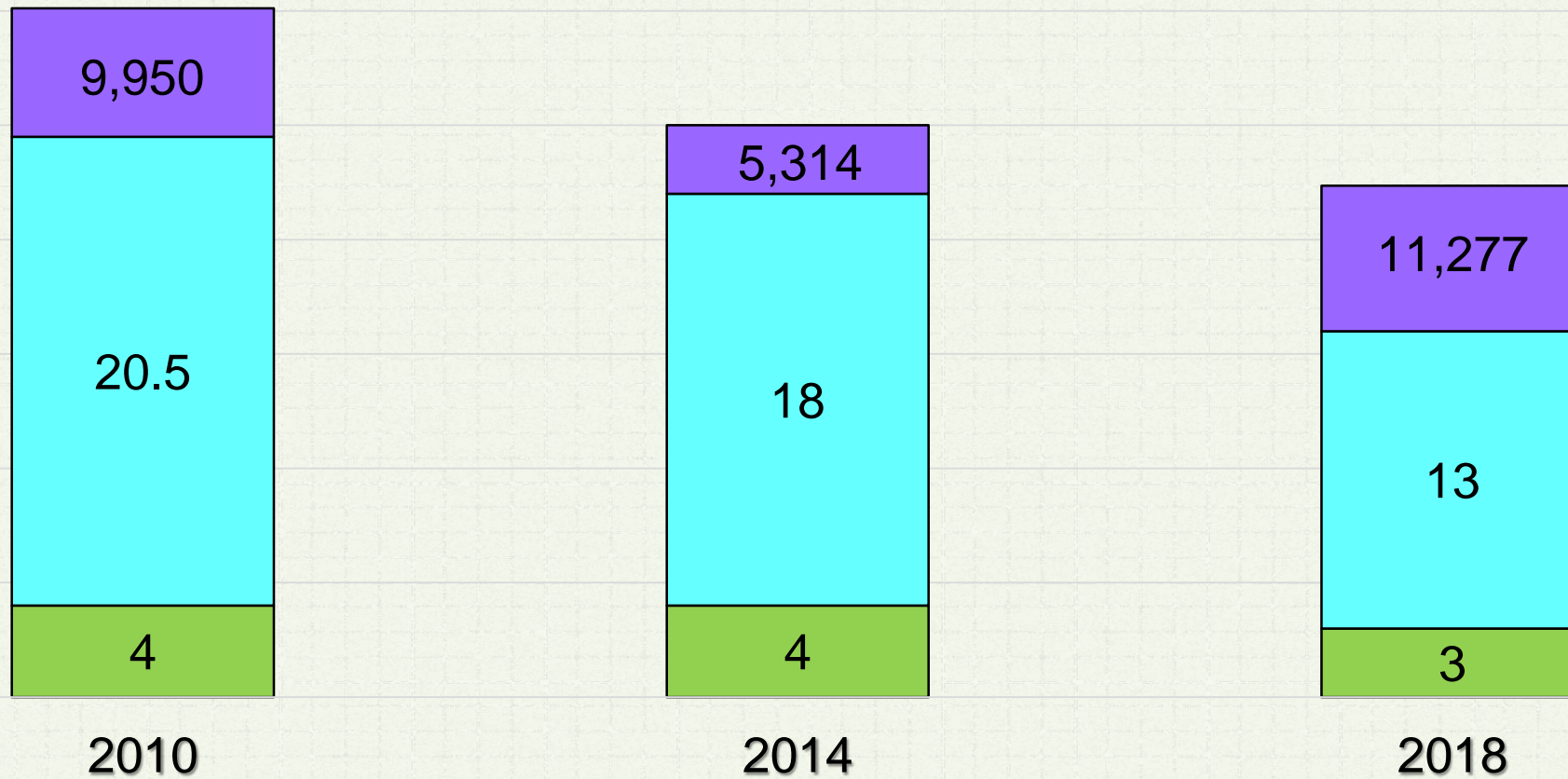
- User-centric, instead of collection-centric
- Community Zone, outsourcing, and automation
- Flat budgets and increasing costs
- Fewer staff doing more
- Focus on unique, local content



Remembering

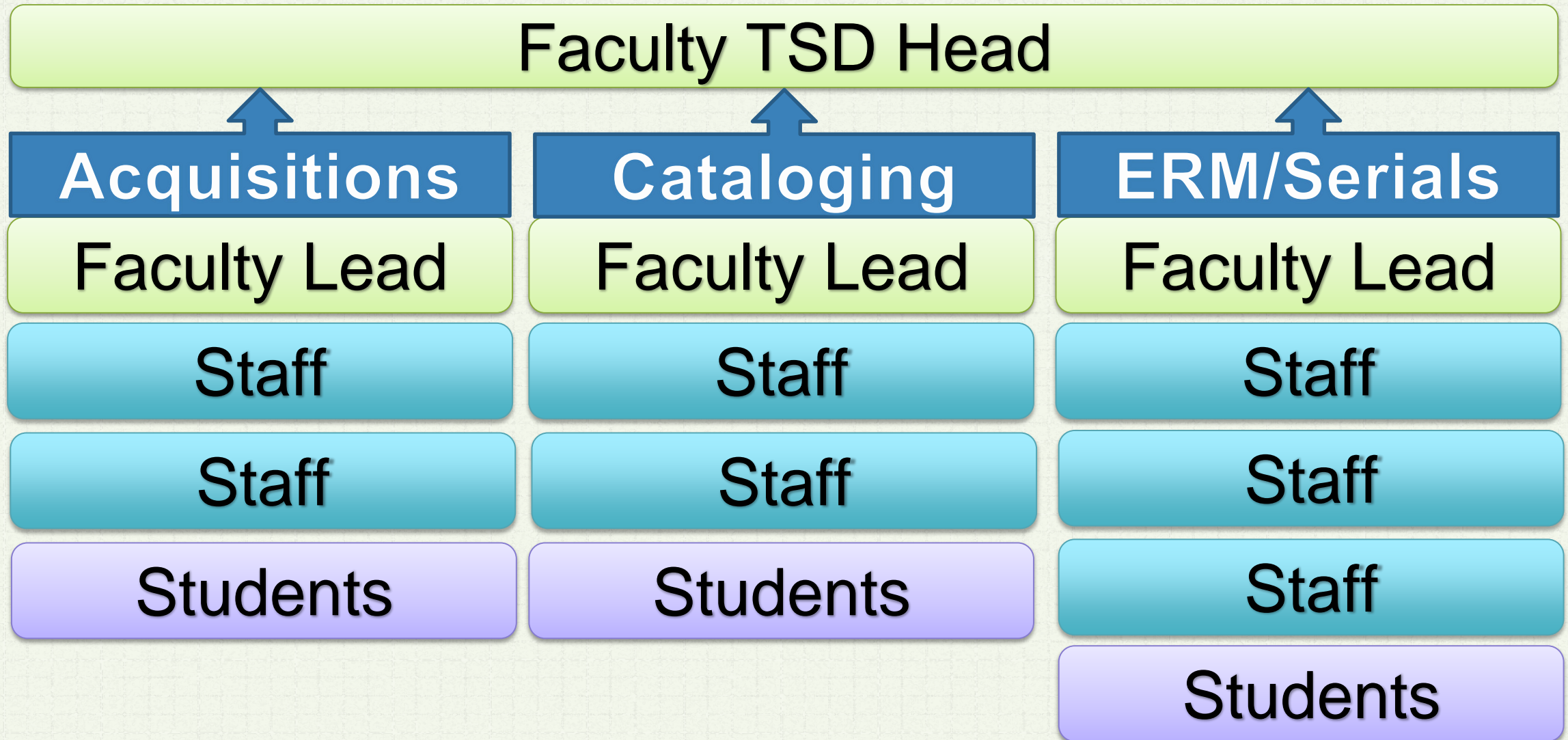
- New systems (ILS & discovery layer)
- New library leadership
- New organizational structure
- Positions rewritten, eliminated, or moved

Technical Services Staffing

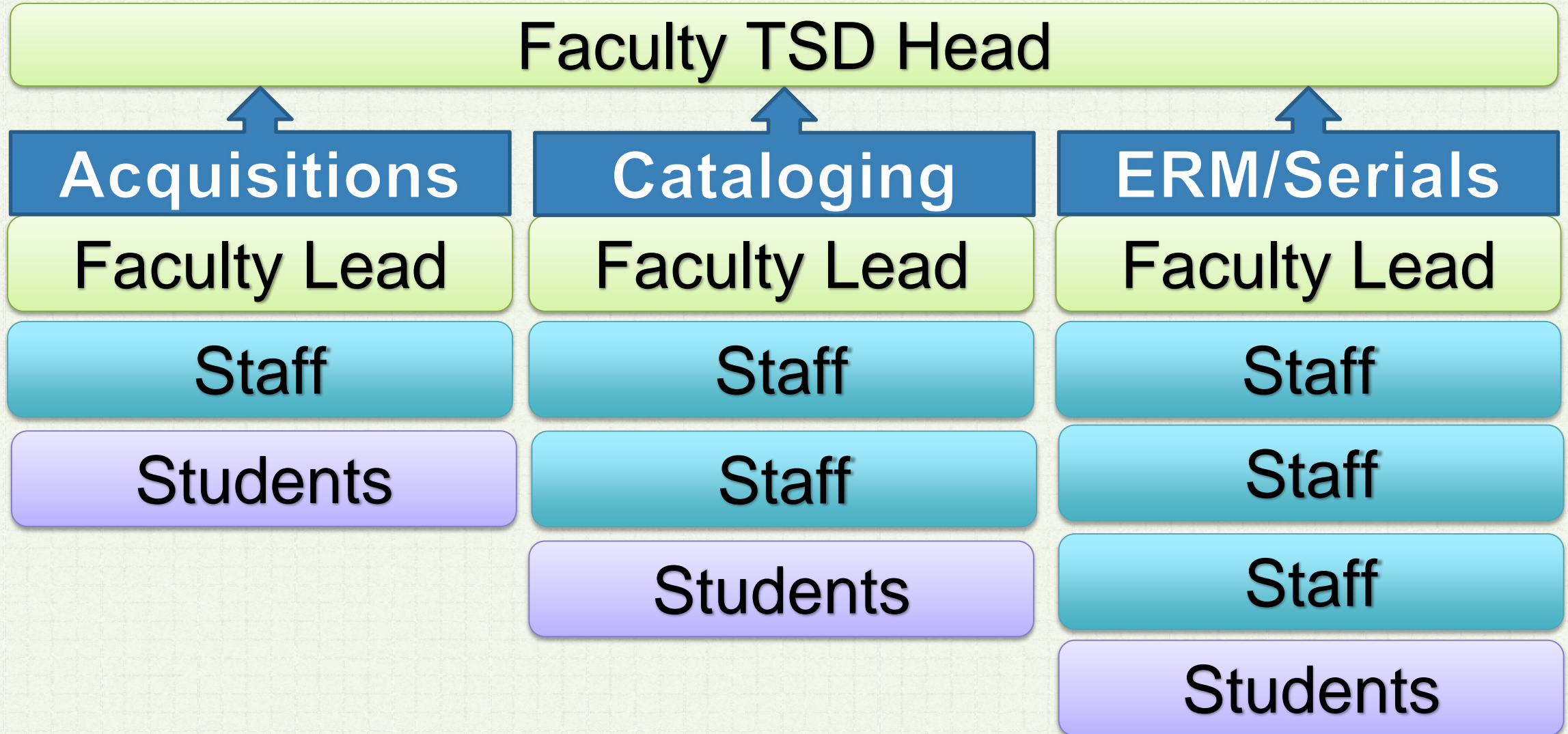


■ Faculty ■ Staff ■ Student Hours

2010 Reporting Structure



2014 Reporting Structure

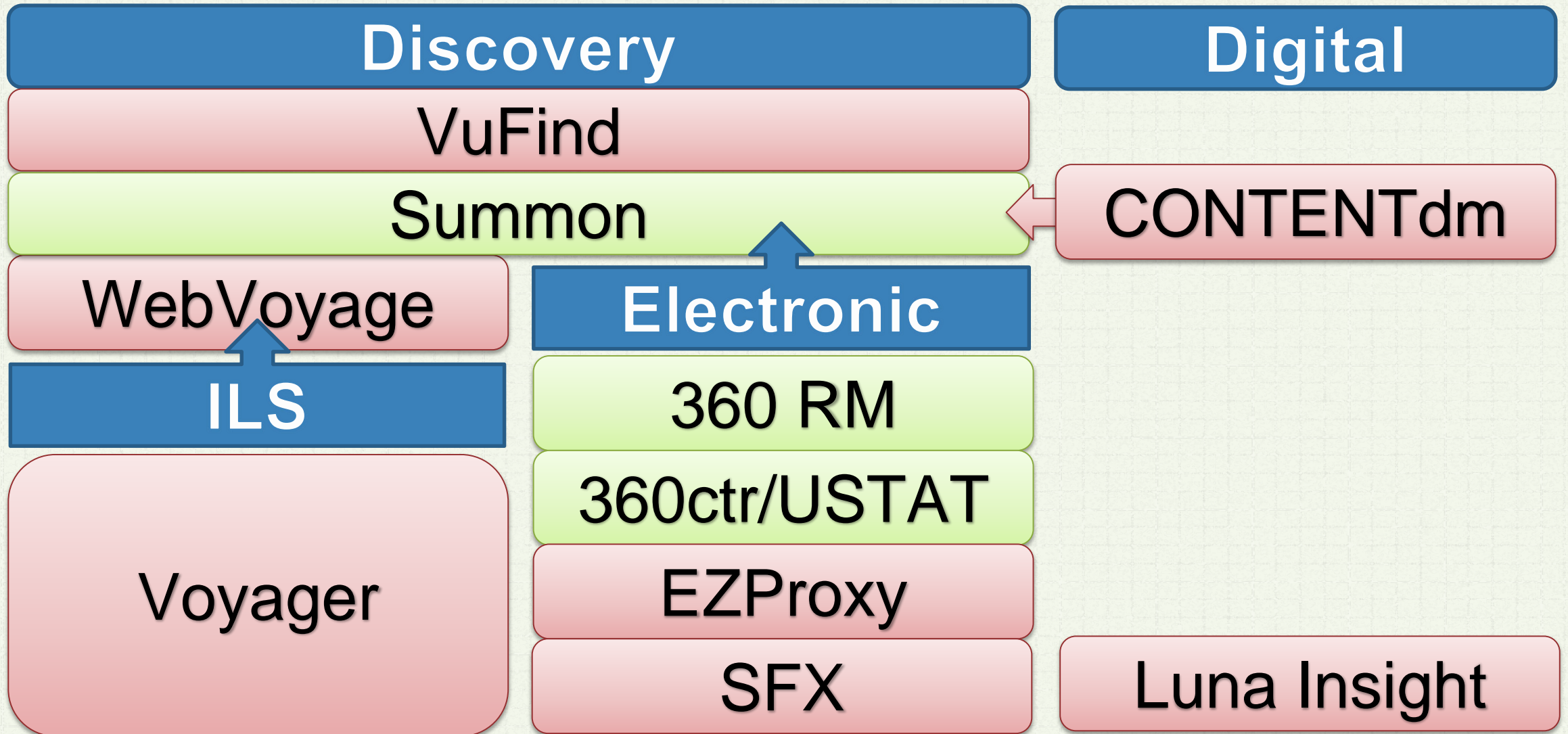




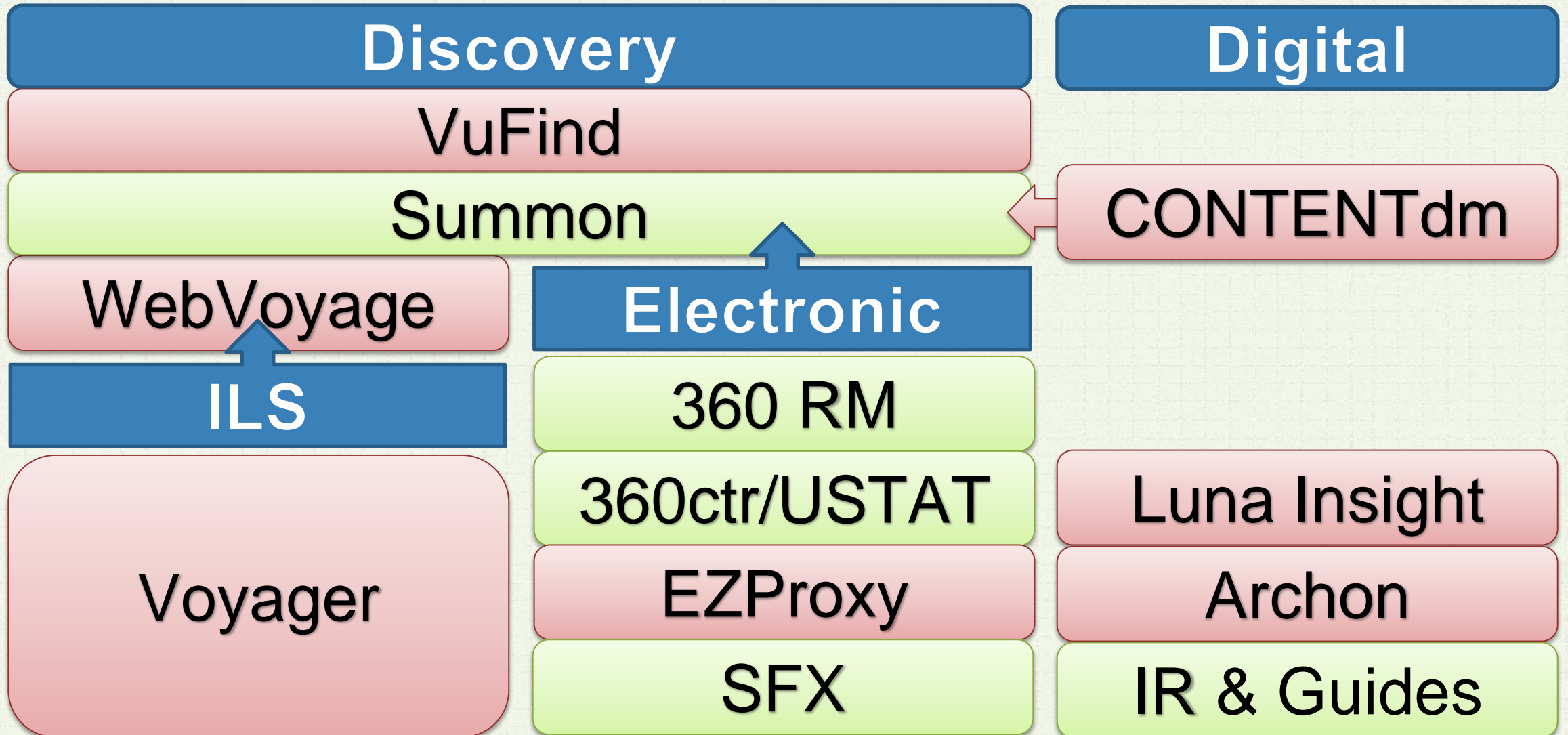
2018 Reporting Restructured



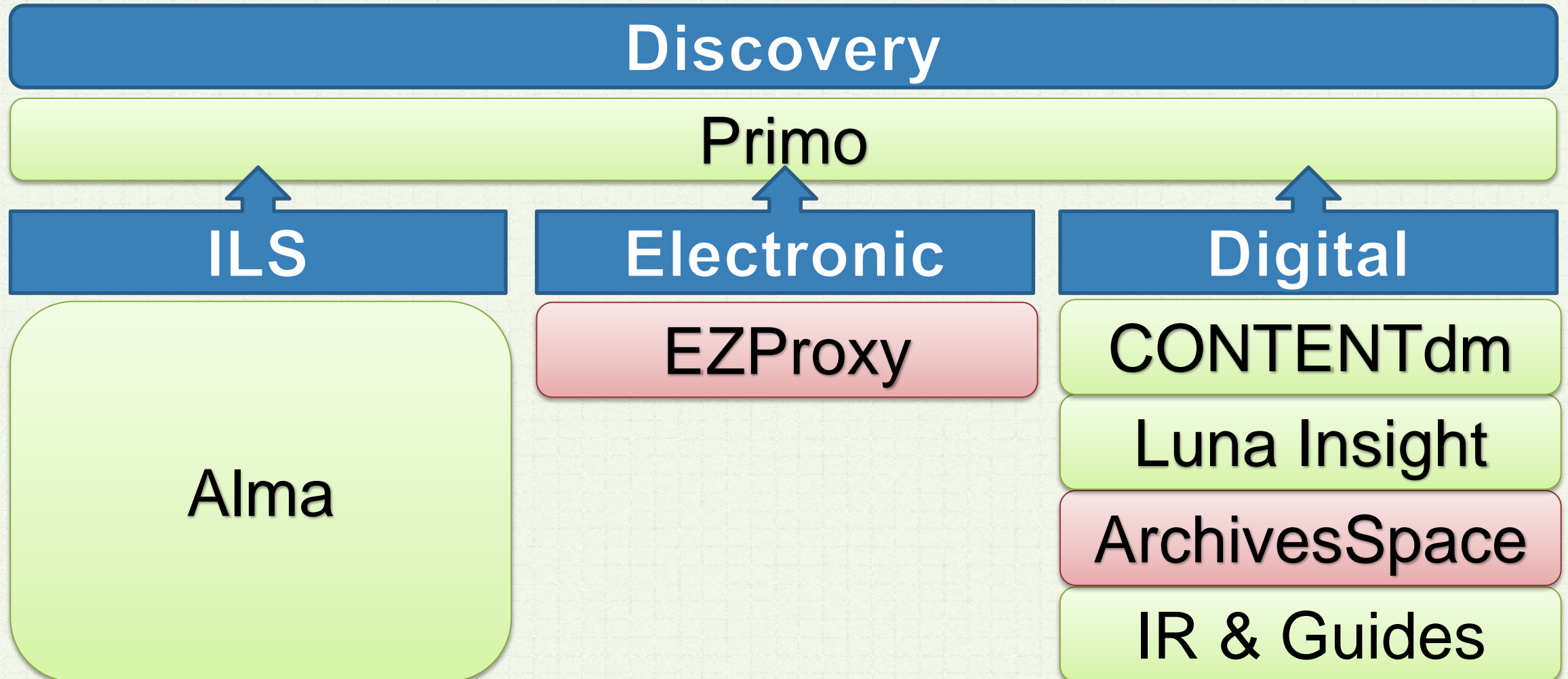
2010 Systems



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



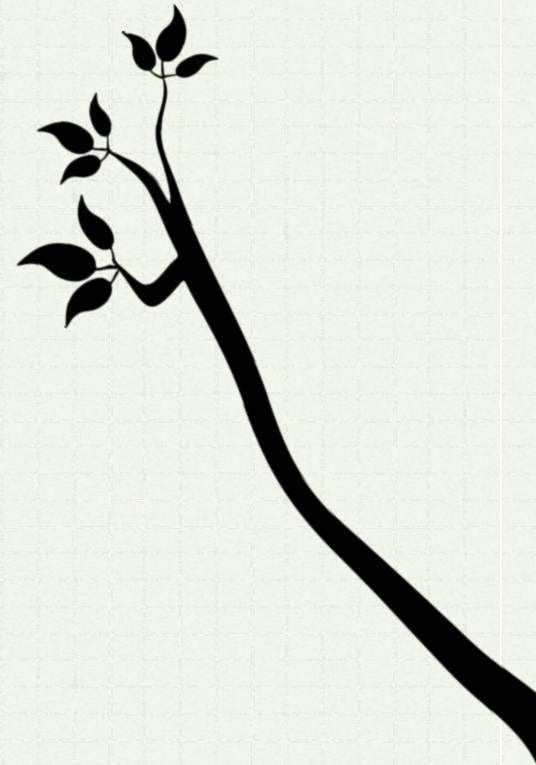
2018 Culture Refreshed

- 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

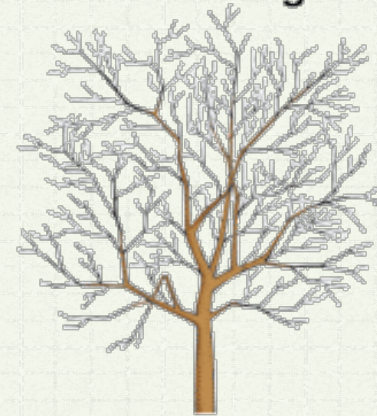
- Distributed administrative responsibility of Alma
- Record loading
- Primo administrative configuration
- Harvesting into discovery layer
- Stacks Management



Pruning Back

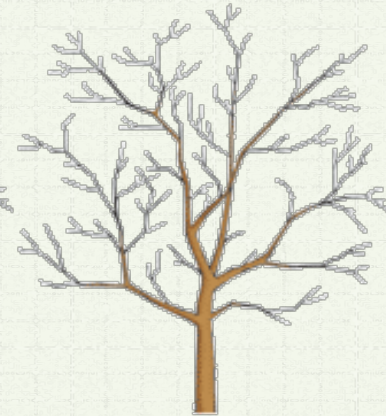
- Automated shelf-ready
- Authority control task list
- Batch functions
- Reliance on Community Zone and vendor records

A Look at Pruning



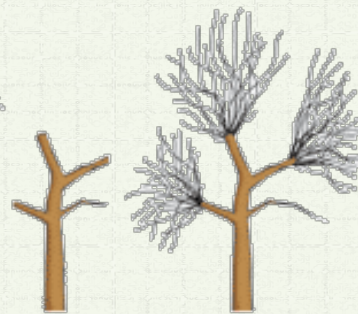
Before Pruning

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

Geraldine Rinna
Electronic Resources Librarian
geraldine.rinna@wmich.edu

Marianne Swierenga
Cataloging and Metadata Librarian
marianne.swierenga@wmich.edu

Emily Gross
ILS Specialist
emily.n.gross@wmich.edu

