

Library Reorganization 2025-2026

Project Charter

Why are we undertaking a reorganization? And why now?

In summer 2024, the Library temporarily changed from a 3 Associate University Librarian (AUL) + 2 senior Director members of the Senior Administrative Team to a structure with only 2 AULs. Dean Stewart noted at the time that this would be temporary, to be revisited within 1-2 years. Revisiting this structure now presents an opportunity to look at both the AUL and unit head structures.

Over the past decade or so, the Library's total budget for personnel has not kept pace with wage/salary growth or need, particularly when considered against a growing student body. Budget reductions have impacted our personnel in at least two ways: direct cuts and reductions to fund promotions and salary increases. As of midFY2026, our salary budget capacity is effectively down ~20% over the last decade, and we are a much smaller organization in terms of our full-time personnel. However, the Library has not yet addressed this shrinkage in an organized and strategic way.

In addition, there are other pain points that a well-designed and inclusive Reorganization can begin to address. The Academic Review conducted in 2022 noted that our Library struggles with a number of 'silos' – organizational units that are primarily defined in relation to either physical locations or collecting areas (or both) and without enabling structures to support cross-unit service and program design and leadership, including changes and adjustments that are present and likely to accelerate. In a number of cases, we have individuals charged to lead our whole organization (digital humanities, student success, e-learning, for example) without obvious provision to elevate and address capacity needs in these areas as they arise, and without clear understandings of the expectations of the unit heads in whose portfolios these experts appear. Likewise, we are without clear understanding about where responsibility lies to plan and direct Library-wide programs that span departments, from specific (outreach, reference) to broad (research services, teaching innovation/partnerships). There has not been any organized attempt to ensure that a consistent service philosophy exists to ensure the work we do is well matched to the level of employee and demand/need based on our collected usage data and observed trends.

The primary focus of the Reorganization will be the number and composition of units and AUL portfolios in the Library, but information must be gathered broadly from the Library faculty and staff about the work, where we are struggling with capacity, where there may be opportunities for efficiency through shared management of spaces or services, and discussion of some of the boundary issues our non-unit head leaders struggle with. We will evaluate and adjust structures and assignments to align with current financial capacity; working to increase agility and further distribute authority, reduce barriers to internal collaboration, and adding capacity through a Library-wide reorganization.

What are some specific benefits?

- Clarify the number of and roles of AULs and unit heads and the authority they hold, delegated by the Dean; further articulate expectations about their collaborative leadership responsibilities
- De-silo (major recommendation from most recent Academic Program Review) and strengthen cross-cutting and collaborative work culture
- Assess and refresh work distribution to account for loss of positions over last 4 years (and last 10 looking back further), improve consistency across the library, and more strongly link assignments to evidence (both prospective and retrospective)
- Adjust and normalize administrative workloads (e.g., possibly too many units/unit heads, too few faculty specialists, lean AUL structure)
- Elevate our focus on our dynamic issues, including: increased focus on impact of and opportunities presented by technologies, such as generative AI; deepen our partnership mindset and capabilities; better support program change and strategic leadership throughout; hone our focus on outreach and engagement including community engagement and civic discourse

Decision makers

- Dean in consultation with Provost will make final decision based on input gathered by the Reorganization project team

Reorganization Project Team

- Claire Stewart, Juanita J and Robert E Simpson Dean of Libraries and University Librarian, Project lead
- Susan Breakenridge
- Mary Laskowski

- Jennifer Maddox-Abbott
- Heather Murphy
- Tom Teper
- Tracy Tolliver
- Steve Witt
- Sarah Williams

Effort anticipated

- RPT for 5 months – est. 10% time for non-SAT members, 25% time for SAT members
- Senior Administrative Team for 8 months – 10-25% time depending on role
- Others on LLG, EC, AC, LSSC, LCP, all library employees for 8 months – 0-10% time depending on role

Initial risks identified

- Decrease in productivity during implementation phases
- Confusion about difference between administrative structure and library-wide governance, a separate project with some parallel activities
- Uncertainty, circulation of incorrect/inaccurate information, fear, resistance, etc.
- Inadvertent negative impacts on program/service quality
- Loss of personnel (voluntary departures)

Sources of information/inputs to the process

- 2022 Academic Program Review
- Historical reorganization experience and reports
- Parameters/rules – guardrails for change (Statutes, Provost Communications, union contracts, etc.)
- Other inputs TBD

Scope and timeline

- Primary focus is from the Dean to the unit/unit head, some reassignments/rearrangements of unit heads and front-line specialists likely
- Formal kickoff November 1, first three planning phases November 1 – March 1, implementation phases March – May (7 months total)