

Appendix C: High level inventory of Library Reorganization Activities and Related Conversations

Over the course of more than a year, and more than two if considering the organizational restructuring in summer 2024 when shifting from a 3 AUL/2 Senior Director model to a 2 AUL model, consultations and conversations have been significant and involved all shared governance groups and activities. There have also been significant and unique activities directly developed for the Reorganization. This document captures a high-level inventory of such meetings and conversations between summer 2023 and end of May 2026.

Date	Group or setting	Notes
8/23/23	Executive Committee meeting	Teed up topics for the upcoming EC meeting with AULs/senior directors including "b. Discuss how to advance the Library's conversation about organizational structure"
10/2/23	Executive Committee meeting	Possibly the first time the APR report was shared out and discussed beyond senior admin – discussion about org structure challenges from external reviewers

Date	Group or setting	Notes
12/4/23	Executive Committee meeting	Discussion of the draft response to the APR report, which will be submitted after EC, LCP, and LSSC review/comment
4/15/24	Administrative Council meeting	Noted upcoming end of David Ward and Sara Holder's appointments; Dean/UL asked AC for their thoughts about what their role should be in providing input on reorg
7/22/24	Executive Committee meeting	Discussed options for adjusting the AUL/senior director structure
9/8/25	Executive Committee meeting	Dean/UL raised need for a reorganization
9/15/25	Administrative Council meeting	Update on work underway
9/22/25	Executive Committee meeting	Draft of Reorg project team presented/discussed; project plans for reorg, governance refresh, strategic priority refresh discussed
9/24/25	Library Leadership Group	Overview of charter for Reorg team and plans for project/process
10/3/25	Email from Dean/UL to LIBPERM	Sharing information about proposed upcoming library-wide planning projects: Reorganization, update of Strategic Priorities, Future shared governance refresh; in advance of 11/5/25 All Library meeting with more presentation

Date	Group or setting	Notes
10/13/25	Executive Committee meeting	Continued discussion about library-wide planning, reorganization, governance
10/15/25	Faculty meeting	Dean/UL provided overview of proposed project, scope, possible activities
10/20/25	Administrative Council meeting	Discussion about email from Dean/UL to library on 10/3/2025 about commencing a reorganization project; additional thoughts from Dean/UL about the why and the how
11/5/25	All Library Meeting	Dean/UL provided update on strategic priorities and overview of the 'why' and possible approaches to reorganization
11/10/25	Executive Committee meeting	Continued discussion about reorg and advice from EC about activities and approaches to gathering input; how to keep EC engaged (would like to hear updates from the reorg team)
11/17/25	Administrative Council meeting	Update from Dean/UL on preliminary work to form a group; sought input from AC
11/20/25	Library Leadership Group	Discussion with LLG about planned activities, work with Staci P, input from LLG on what/how/why

Date	Group or setting	Notes
12/5/25	All library Padlet survey (Open 12/5-12/15/25)	Activity 1: padlet prompting open-ended responses to: concerns, considerations, priorities, ideas, benefits
12/8/25	Executive Committee meeting	Dean/UL provided an update to EC on planned activities and work so far; discussed role of EC in serving as review committee for any new internal unit head searches
12/8/25	Open Office Hours hosted by ReOrg Project team	Open-ended opportunity for anyone in library to join a conversation about reorg. These were held around the kickoff, during the activity 1 padlet and before the all library planning retreat in january
12/9/25	Open Office Hours hosted by ReOrg Project team	Open-ended opportunity for anyone in library to join a conversation about reorg. These were held around the kickoff, during the activity 1 padlet and before the all library planning retreat in january
12/11/25	Open Office Hours hosted by ReOrg Project team	Open-ended opportunity for anyone in library to join a conversation about reorg. These were held around the kickoff, during the activity 1 padlet and before the all library planning retreat in january

Date	Group or setting	Notes
12/12/25	Open Office Hours hosted by ReOrg Project team	Open-ended opportunity for anyone in library to join a conversation about reorg. These were held around the kickoff, during the activity 1 padlet and before the all library planning retreat in january
12/15/25	Administrative Council meeting	Update to AC about activities underway, planning for January library retreat
12/15/25	Open Office Hours hosted by ReOrg Project team	Open-ended opportunity for anyone in library to join a conversation about reorg. These were held around the kickoff, during the activity 1 padlet and before the all library planning retreat in january
12/17/25	Faculty meeting	Dean/UL provided update on planning work so far, input from activity 1
12/17/25	Open Office Hours hosted by ReOrg Project team	Open-ended opportunity for anyone in library to join a conversation about reorg. These were held around the kickoff, during the activity 1 padlet and before the all library planning retreat in january
12/18/25	Open Office Hours hosted by ReOrg Project team	Open-ended opportunity for anyone in library to join a conversation about reorg. These were held around the kickoff, during the activity 1 padlet and before the all library planning retreat in january

Date	Group or setting	Notes
12/18/25	Invitational: units that took Dean/UL up on offer to meet with any unit or group in library	International and Area Studies Library: Thu, Dec 18, 2025
1/9/26	Email from Dean/UL to LIBPERM	Activity 2: All Library planning event; email from Dean/UL sharing information about themes and topics for 1/13/26 All Library planning
1/12/26	Executive Committee meeting	Open session on ReOrg
1/13/26	All Library planning workshop	Half day retreat led by Staci Provezis; attendees able to choose which topics to engage with, free-form and open space approach to maximize ability to gravitate to where interests were greatest
1/15/26	Library Leadership Group	Debrief on January all library retreat, likely next steps for reorg project, etc.
1/28/26	Invitational: units that took Dean/UL up on offer to meet with any unit or group in library	Literatures and Languages Library: Wed, Jan 28, 2026
2/3/26	Invitational: units that took Dean/UL up on offer to meet with any unit or group in library	Library Human Resources: Tue, Feb 3, 2026
2/5/26	Invitational: units that took Dean/UL up on offer to meet with any unit or group in library	Scholarly Communication and Publishing: Thu, Feb 5, 2026
2/16/26	Administrative Council meeting	Report on progress of reorg team/project, plans for ongoing input, timeline, discussion with AC on issues of concern to them

Date	Group or setting	Notes
2/18/26	Email from Dean/UL to LIBPERM	Activity 4: input on emerging themes and directions: email sharing copy of themes document
2/25/26	Small group coffee with Dean/UL; opt-in and open ended	Open invitation; 1 AP, 4 faculty attended
2/26/26	Invitational: units that took me up on my offer to meet with any unit or group in library	Uni High: Thu, Feb 26, 2026
2/26/26	Small group coffee with Dean/UL; opt-in and open ended	Thu, Feb 26, 2026, 10-11a (Business Office)
2/26/26	First of 24 Heads-up meetings held with unit heads; giving them an overview of general plan for finalizing model, seeking input on timing, approach, etc. Meetings occurred between 2/26/26 and 3/19/16	ALL UNIT HEADS INDIVIDUALLY
3/8/26	Invitational: units that took me up on my offer to meet with any unit or group in library	University Archives
3/12/26	Library Leadership Group	Model development and sharing, who to involve in what discussions when
3/12/26	All library Survey on emerging themes and emphasis (3/12/26 is date survey closed)	Activity 4: input on emerging themes and directions
3/19/26	Open session on ReOrg to review four models	Open to all library employees

Date	Group or setting	Notes
3/23/26	Executive Committee meeting	Update and EC input/feedback on reorg activities
3/23/26	Small group coffee with Dean/UL; opt-in and open ended	Open invitation; 2 AP attended
3/24/26	Open session on ReOrg to review four models	Open to all library employees
3/25/26	Email from Dean/UL to LIBPERM	Activity 5: input on four possible org models; email sharing access to models
3/25/26	All library Survey on four possible models (open from 3/25/26 - 4/9/26)	Activity 5: input on four possible org models
3/25/26	Small group coffee with Dean/UL; opt-in and open ended	Open invitation; 3 CS, 1 AP attended
3/26/26	Open Office Hours hosted by ReOrg Project team	Open-ended opportunity for anyone in library to join a conversation about reorg. These were held after four models had been released to stimulate thinking and discussion
3/27/26	Open Office Hours hosted by ReOrg Project team	Open-ended opportunity for anyone in library to join a conversation about reorg. These were held after four models had been released to stimulate thinking and discussion

Date	Group or setting	Notes
4/13/26	Executive Committee meeting	Reorg and faculty meetings were a topic; Dean/UL absent
4/16/26	Library Leadership Group	Reiterated the why of ReOrg
4/17/26	Ad hoc zoom meeting between Dean, Vice Chair, Secretary of EC	Called in response to letter received from group of faculty that afternoon formally requesting a special faculty meeting
4/20/26	Invitational: units that took Dean/UL up on offer to meet with any unit or group in library	Dean/UL met with Acquisitions and Cataloging Services at their invitation
4/20/26	Untenured faculty Community of Practice	Invited 2x a year to meet with this group; this time the focus was reorganization
4/22/26	Small group coffee with Dean/UL; opt-in and open ended	Open invitation; 3 faculty, 1 AP attended - little to no discussion of ReOrg
4/23/26	Executive Committee meeting (rescheduled meeting)	Discussion about reorganization, approaches to setting special meetings, that the upcoming all library will be dedicated to it, and on anxieties in the organization

Date	Group or setting	Notes
5/13/26	Dedicated all library meeting	Open discussion on all reorg issues, questions, and concerns. 1.5 hours
5/14/26	Small group coffee with Dean/UL; opt-in and open ended	Open invitation; 3 faculty, 1 AP attended - little to no discussion of ReOrg
5/18/26	Administrative Council meeting	Update about expanded discussion at all library and possible future added faculty meetings
5/19/26	Email from Dean/UL to LIBPERM	Follow up from All Library meeting on 5/13/26
5/21/26	Small group meetings to share proposed directions for reorg	27 meetings with 28 individuals between 6/3/26 and 6/24/26
5/28/26	Open discussion on Reorg	ONGOING: Offered weekly starting 5/28 - updates, q&a, focused discussion on special topics (digital strategy, AI, reference)
5/28/26	Executive Committee meeting	Reorg update, likely timeline, processes & activities, where EC needs to be consulted (review final model before shared, input on faculty terms and conditions of employment, EC unit head search role)

Key documents/artifacts generated

Some, but not all, of the artifacts were developed with the understanding that they would be visible to everyone in the Library. Where visibility was expected is the case, they are published to the Reorganization Staffweb site and available by login to all non-student/non-hourly library faculty and staff (a group referred to as LIB-PERM, or permanent library employees).

The list below is largely a snapshot in time of the Staffweb site for reorganization: most links to documents are restricted by login to members of LIBPERM

Weekly Reorganization Update recordings and summaries (meetings continued through July 2026)

- [Weekly Update: June 12, 2026 recording](#)
- [Weekly Update: June 12, 2026 summary](#)

- [Weekly Update: June 4, 2026 recording](#)
- [Weekly Update: June 4, 2026 summary](#)

- [Weekly Update: May 28, 2026 recording](#)
- [Weekly Update: May 28, 2026 summary](#)

- [Weekly Update: May 22, 2026 recording](#)
- [Weekly Update: May 22, 2026 summary](#)

Previous Activities

[Activity 1:](#)

Please take a few moments between **December 4** and **December 15** to respond to five questions in a Padlet. Comments may be submitted anonymously. *Comments are now closed, results can be viewed [here](#).

Open Office Hours:

- Monday, December 8, 2025; 3-4 pm
- Tuesday, December 9, 2025; 11am-12pm
- Thursday, December 11, 2025; 1-2pm
- Friday, December 12, 2025; 10-11am
- Monday, December 15, 2025; 3-4pm
- Wednesday, December 17, 2025; 2-3pm
- Thursday, December 18, 2025; 10-11am

Activity 2: [All Library Planning Workshop](#): Tuesday, January 13, 2026; 8:30am – 1pm

Images and transcriptions of the results of the workshop can be found in the link “All Library Planning Workshop”

Activity 3: Reorganization Project team synthesizing inputs and drafting themes and preparing models

Activity 4: Socializing and gaining input on emerging themes and directions

[This document](#) outlines some emerging themes and directions. Comments, questions, and input on these themes were shared through a survey.

Activity 5: Consider four possible future models for our Library organization and provide feedback

Please use this [link to access Activity 5](#).

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, Assistant Dean for Business & Human Resources
- Mary Laskowski, Associate University Librarian for Operations and Services, Associate Dean for Academic Affairs
- Jennifer Maddox-Abbott, Head, Collection Management Services - Oak Street Library
- Heather Murphy, Chief Communications Officer
- Tom Teper, Associate University Librarian for Collections and Technical Services and Associate Dean of Libraries
- Tracy Tolliver, Director of Library Information Technology
- Steve Witt, Head of International and Area Studies Library
- Sarah Williams, Head, Funk ACES Library & Agriculture Librarian

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, General Rules, 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)