Leading Change: A Case Study of a Transparent, Scaffolded Process for Rebalancing Workloads across Liaisons

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Leading Change

A Case Study of a Transparent, Scaffolded Process for Rebalancing Workloads across Liaisons
Indigenous Land & Enslaved Peoples Acknowledgement

We invite you to recognize the written histories of the Shenandoah Valley, the city of Harrisonburg, and our university’s namesake, James Madison, as fractured.

Let us acknowledge then that we are currently on the land of the Indigenous Siouan, Algonquian, and Haudenosaunee communities who lived here for many generations and who continue to be systematically erased by policies and practices that remove their histories from this place.

Let us honor the enslaved people who built the wealth and foundation of James Madison.

Let us recognize the histories of Virginia and the United States as complicit with the racism of white supremacy.

We recognize that these difficult histories persist in present-day racial realities and privileges at this university. We commit to dismantling racism in spaces of our work. We invite you to work beside us to create change.
This Presentation

▷ Review change process
▷ Explore decision-making
▷ Share with each other
21,820 students
1,061 faculty
121 majors
Research & Education Services

11 liaison librarians
2 functional specialists
2 grad assistants
2-4 student employees
Liaison Librarianship at JMU Librarians at JMU Libraries work with students, faculty, and staff in specific academic departments with teaching & research.

Our activities include

▷ Outreach & Collaborative Partnerships
▷ Instruction & Consultation
▷ Collection Development

Our expertise is in

▷ information literacy
▷ scholarly communication
▷ disciplinary cultures and practices
The Case

▷ Goals
  ○ Review workload capacity across liaison areas
  ○ Identify existing and future needs and wants based on department, Libraries, and campus

▷ Timeframe
  ○ Rebalance Spring 2020 in prep for Fall 2020
The Case

▷ Outputs
  ○ 1-page document of proposed solutions for Dean and Associate Dean

▷ Outcomes
  ○ Increase transparency and understanding about workload balance
  ○ Have clarity about the process for decision-making
Understanding Organizational Culture

“an organization's culture is based on values derived from basic assumptions about the following:

▷ human nature,
▷ organization’s relationship to environment,
▷ appropriate emotions
▷ effectiveness (aka metrics)”

(Society of Human Resource Management, n.d.)
Ethics of Care

“an ethic grounded in voice and relationships, in the importance of everyone having a voice, being listened to carefully (in their own right and on their own terms) and heard with respect”

- Carol Gilligan
Community Considerations

Created by parkjisun from Noun Project
Question 1

How would you describe your organization’s culture?

Respond in the chat box.
Question 2

Think of a time you’ve gone through organizational change.

What is 1 word that describes how you felt about the process?

Respond in the chat box.
I’ve learned that people will forget what you said, people will forget what you did. But people will never forget how you made them feel.

- Maya Angelou

#CiteBlackWomen
1. Sharing Knowledge
<table>
<thead>
<tr>
<th>Individual Liaisons</th>
<th>Student FTE</th>
<th>Full-Time Faculty</th>
<th># of Degree Programs (UG/G)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanities</td>
<td>553</td>
<td>75</td>
<td>6/1</td>
</tr>
<tr>
<td>Health</td>
<td>2440</td>
<td>72</td>
<td>3/6</td>
</tr>
<tr>
<td>Business</td>
<td>4994</td>
<td>179</td>
<td>11/3</td>
</tr>
</tbody>
</table>
High Stakes Assessment
## Organizing the List

<table>
<thead>
<tr>
<th>Needs</th>
<th>Wants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd Business Librarian OR Support for Business Collections, Hart School of Hospitality, Sport and Recreation Management, &amp; COB Peer Research Advisers Supervisor</td>
<td>Communication &amp; Media Studies Backup</td>
</tr>
<tr>
<td>Director OR Coverage for Health/Nursing Liaison Areas</td>
<td>Sociology &amp; Anthropology Liaison</td>
</tr>
<tr>
<td>GenEd Information Literacy Assessment Support</td>
<td>Special Collections Instruction</td>
</tr>
<tr>
<td>Graduate Assistant Supervisor</td>
<td>2nd Science Librarian</td>
</tr>
</tbody>
</table>
Question 3

Libraries and higher education do lots of counting and collecting.

What source(s) of data do you collect to describe a liaison’s workload?

Respond in the chat box.
2.

Shared Leadership
Key Characteristics of Shared Leadership

▷ Lateral influence among peers
▷ Leadership as a group-level phenomenon
▷ Leadership roles dispersed across team members

Shared Leadership in Action

▷ Open solution development
▷ Peer experts on issues
▷ Peer led proposal development
▷ Tap colleague to facilitate Director conversation
Question 4

Reflect on the following
- What expertise do you have?
- What expertise do people on your team have?
- How can you bring them into decision-making?

If 1-2 people would like to share, please use the mic.
3. Facilitating Communication
## Communication Flow

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Prepare &amp; draft plan</td>
</tr>
<tr>
<td>Feb. 24</td>
<td>Dept kickoff conversation</td>
</tr>
<tr>
<td>March 4</td>
<td>Director conversation</td>
</tr>
<tr>
<td>March 25</td>
<td>Dept mtg to finalize proposals</td>
</tr>
<tr>
<td>March 30</td>
<td>Dept, Associate Dean, Dean meet to discuss proposals</td>
</tr>
</tbody>
</table>

- **COVID**
- **Associate Dean leaves**
- **Liaison leaves**
## Meeting Guidelines

**Example of guidelines before presenting list of problems**

<table>
<thead>
<tr>
<th>This is not...</th>
<th>This is...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commentary on individual people’s performance</td>
<td>Review of observations, personal conversations, and activities from across the department</td>
</tr>
</tbody>
</table>
Example of guidelines for discussion about solution brainstorming

<table>
<thead>
<tr>
<th>This is not...</th>
<th>This is...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time to be shy</td>
<td>We need everyone to participate in this process. If you don’t say it, we can’t address it.</td>
</tr>
<tr>
<td>Decision time</td>
<td>Time to start testing different combinations of solutions, being open to feedback, and continuing the conversation outside of this meeting.</td>
</tr>
<tr>
<td></td>
<td>We meet again in March with the Dean and Associate Dean to review proposals.</td>
</tr>
</tbody>
</table>
Continuing the Conversation

RES Needs Discussion
Have questions about a function or position? Contact the person listed on each.

Proposal
Person becomes the liaison

Liaise with Hart School
Carolyn

Supervision for COB Peer Research Advisers
Student Supervisor

Cluster Collections Coordinator role
Person will take on some additional logistical and analytical tasks for collections work in the SciTechBus cluster.

Business Collections
Business Librarian
Where We Landed

▷ Output
  ○ Rethink vacancy + rebalance Humanities
Where We Landed

Output
- Rethink vacancy + rebalance Humanities
- Centralize Visual & Performing Arts
Where We Landed

▶ Output
  ○ Rethink vacancy + rebalance Humanities
  ○ Centralize Visual & Performing Arts
  ○ Social Sciences → Copyright + some liaison
Where We Landed

▷ Output
  ○ Rethink vacancy + rebalance Humanities
  ○ Centralize Visual & Performing Arts
  ○ Social Sciences → Copyright + some liaison
  ○ Centralize Science-Business-Tech Collection Development
Where We Landed

▷ Output
  ○ Rethink vacancy + rebalance Humanities
  ○ Centralize Visual & Performing Arts
  ○ Social Sciences → Copyright + some liaison
  ○ Centralize Science-Business-Tech Collection Development
  ○ Shift 1 School in College of Business
Where We Landed

Output

- Rethink vacancy + rebalance Humanities
- Centralize Visual & Performing Arts
- Social Sciences → Copyright + some liaison
- Centralize Science-Business-Tech Collection Development
- Shift 1 School in College of Business
- Identify team for high stakes assessment
Where We Landed

Output

- Rethink vacancy + rebalance Humanities
- Centralize Visual & Performing Arts
- Social Sciences → Copyright + some liaison
- Centralize Science-Business-Tech Collection Development
- Shift 1 School in College of Business
- Identify team for high stakes assessment
- Hire a permanent Director
Lessons Learned

▷ Mix of firm + “let’s try” solutions
▷ Continue to expand ways of knowing and describing workloads
Sources that Informed

- Switch: How to Change Things When Change Is Hard
  - Chip Heath & Dan Heath
  - #1 New York Times Bestseller

- Change Leadership in Higher Education
  - Jeffrey L. Buller
  - A Practical Guide to Academic Transformation
Still Learning

Fostering Change
A Team-Based Guide

Feminists Among Us
Resistance and Advocacy in Library Leadership

Think Again
"A must-read." — Bill and Melinda Gates
The Power of Knowing What You Don’t Know

Adams Grant
#1 New York Times bestselling author of Originals
Thanks!

Any questions?

You can find me at:

schubecf@jmu.edu
@carolynthelib
Credits

Special thanks to all the people who made and released these awesome resources for free:

▷ Presentation template by SlidesCarnival
▷ Photographs by Unsplash