SURVEY RESULTS

EXECUTIVE SUMMARY

Introduction

In alignment with ARL's strategic focus *Transforming Research Libraries*, designed to articulate, promote, and facilitate new and expanding roles for ARL libraries that enable and enrich the transformations affecting research and research-intensive education, this study has probed the nature of administrative positions that support accomplishing these objectives. The ongoing evolution within these organizations and the roles of those who work in them is mirrored in the administrative structure of the academic library. Two decades ago, it was largely the library director who managed the organization, perhaps with assistance from an associate in public and technical services, or from a single deputy. The metamorphosis of higher education has put new demands on libraries to be agile, engaged, and responsive in diverse ways. Hernon, Powell, and Young (2001) have described the university library director's role as a position in transition over this same period. The library's chief executive now has additional challenges and responsibilities: defining the strategic direction of the organization, articulating its vision, and participating more explicitly in the academic life of the parent institution. As a result, aspects of library management and leadership are being taken on more fully by members of a senior administrative team possessing a skill set that enables them to manage what once was exclusively director-level work.

This survey focused on the professional, administrative, and management positions that report directly to the library director (or in some ARL member libraries the position that serves as the representative to the association), positions that have not been examined by a SPEC survey since 1984. It explored the responsibilities of these positions, and the skills, qualifications, and competencies necessary for these administrators to successfully lead a transforming 21st century research library. It looked at whether and how position requirements have changed in the past decade, whether the number of direct reports has changed, whether these administrators have assumed new areas of organizational responsibility, and how they acquire the new skills to fulfill those responsibilities. Forty-six of the 126 member libraries responded to the survey between March 12 and April 16 for a response rate of 37%.

Titles and Responsibilities of Senior-Level Positions

The survey asked respondents to identify which senior positions reported directly to the library director in 2007 and in 2012. The positions identified have a variety of titles, including deputy director, associate director, vice provost, and director, manager, or head of a division, department, or branch library. Overall, the number of positions reporting to the director has not changed in the past five years; however, many libraries are changing senior administrative-level responsibilities and the titles of those reporting to the director. All but three of the libraries responding to the survey (95%) have altered senior administrative-level positions or introduced new positions in the past five years. Of those, 25 (58%) have changed half to all of their positions, and 13 (30%) have made only minor changes. There is also a significant elevation in the titles of positions reporting to library directors, moving away from head and assistant titles to associate and director titles, with the number of deputy librarian titles

remaining the same during the 2007 to 2012 study period. Position titles are also being recast anew, using descriptive language such as *digital content*, *collections*, *learning*, *instruction*, and *user services*, rather than the more generic "public services" or "technical services" that were used more frequently as recently as five years ago.

New titles also reflect changes in scope and focus. Positions with responsibility for scholarly communication and publishing have more than doubled during the five-year period studied, and a significant increase in positions with responsibility for digital content and services is apparent. While public and technical services titles seem to be on a downtrend, the survey finds that administrative service roles are being defined more broadly in terms of organizational development and planning, with evidence of a slight increase in positions with direct responsibility for assessment. The majority of positions identified as being redesigned or new since 2007 primarily emphasize the areas of education, user services, scholarly communications, and collections. Positions dealing with collections are now often being paired with other responsibilities such as scholarly communication, user services, or access services. Eight of the 25 new positions identified in the survey have responsibility for scholarly communication, publishing, or copyright.

Seventeen of the responding libraries (44%) have at least one position that took on either supervision of areas or specific functions that were previously under the director's purview. Over half of these stated that other senior-level positions took on primary supervisory responsibilities for areas that previously reported directly to the library director. Other changes included taking on direct responsibility for functions, such as strategic planning, budget, development, and human resources, previously within the director's domain.

Future Plans for Administrative-Level Positions
Almost half of the respondents (19, or 45%) indicated that they anticipate redesigning or creating a new senior administrative position in the next three years. Of those institutions, a few could not foretell the primary area of responsibility for the redesigned or newly created role. Three institutions reported it is simply too

early to know; another three are in the midst of reorganizing or awaiting the arrival of a new library director. Those institutions that could declare primary areas of focus for new senior positions most often mentioned strategic planning, followed by public services, collections, and organizational development. Also mentioned were senior positions in the area of facilities, fundraising and development, planning, assessment, and statistics.

Over three quarters of the respondents (33, or 79%) indicated that if a vacancy in a senior administrative position were to occur, it would prompt a redesign of the position before further recruitment was contemplated. Positions are most often redesigned to meet evolving or unmet needs within the organization, such as changes in service delivery or emerging technologies and their impact on access to information and learning. Redesign of positions is also prompted by changes in and the need to re-align with the strategic planning priorities (both in the library and on the campus) and, in some cases, to balance workloads and capitalize on existing knowledge, skills, and abilities. Only one response indicated that senior portfolios are regularly shifted if vacancies occur. Seemingly, lateral shifts in responsibilities of senior administrative positions are uncommon. While some responses indicated that senior staff members work as a team to ensure smooth internal functioning, there is also the sense that positions are highly specialized. Soft skills, such as communication or the ability to work with change are clearly valued in all senior positions; specialized technical skills still seem to be highly associated with some specific senior roles.

Overall, in the event of a vacancy or the creation of a new senior administrative position, the responding libraries expect to recruit from other research libraries (39, or 91%). Internal candidates are viewed favorably by a majority of institutions (29, or 67%). A few libraries indicated that it really depends upon the position as to whether they would go outside of research libraries (12, or 28%) or even outside the library profession (8, or 19%) in order to recruit into a new senior position. While these findings are not unexpected, it seems clear that the pool of potential candidates for senior-level positions is relatively small and that few research libraries expect to invest in candidates

outside the confines of the research library field. These candidates may also tend to be known quantities and could be seen to lower the risk of making a bad or unsuitable hire.

Necessary Skills and Qualifications

Responses to the open-ended survey question about what skills senior library administrators must acquire to manage the 21st century research library emphasized soft skills and personal competencies, particularly strategic planning, change management, vision, and big picture thinking, aligned with keeping up with trends in libraries and higher education. They stressed the importance of leadership (including campus leadership), as opposed to management, although some respondents also spoke to the need for understanding the complexities of budget, funding, and management of human and material resources, including collections. The need to have excellent communication and interpersonal skills is clearly indicated, along with the need for flexibility and adaptability. Collaboration, internal to the institution and with external partners, was also emphasized, and entrepreneurial skills were highlighted. Respondents mentioned more than once that understanding emerging technologies is necessary, with some references to having an understanding of and leadership in scholarly communication, e-publishing, digitization, and digital management and curation. Respondents also stressed the need for senior administrative staff to view the operation of the library as a whole, to work as a team, and to ensure the internal productivity, operational efficiencies, and alignment necessary to accomplish the library's strategic goals and objectives. Overall, these are demanding and complex responsibilities, and the onus seems to be upon the staff in these positions to (as one respondent summarized) "identify opportunities and challenges and to develop strategic solutions and directions" as well as to work collaboratively to promote and safeguard the organizational health of the whole enterprise.

All but one of the respondents reported that senior library administrators acquired the skills necessary for their jobs through participation in professional developmental opportunities, such as the Research Libraries Leadership Fellows (RLLF) Program,

the Harvard Leadership Institute for Academic Librarians, or the Frye Leadership Institute (though survey respondents were not asked if they had sent staff to an institute or which institute was regarded as most highly desirable.) Reading the professional literature (93%), attending professional conferences (91%), and professional networking (91%) were similarly important. Of the other methods that were described, the most common revolved around practice and on-the-job experience. The importance of mentoring relationships (with other library leaders and campus administrators) was also underscored, as were in-house leadership training opportunities. A few responses also stressed the importance of advanced degrees and graduate coursework. Since research libraries view internal candidates for senior positions favorably, the responses around experiential or on-the-job learning aligned with in-house training opportunities and mentoring are not unexpected and seem to indicate a willingness to develop and promote a strong cadre of internal candidates. Should the demand arise, these candidates are then also available for recruitment into other research libraries.

Necessary Qualities and Attributes

From a list adapted from one designed by Hernon, Powell, and Young (2001) to describe the managerial and leadership attributes of university library directors from the perspective of assistant directors, survey respondents were asked to select specific qualities and attributes that senior library administrators may need to perform effectively in their positions (and that may not be captured in a position description). Overall, there was very high agreement with the qualities and attributes that Hernon, Powell, and Young identified but with a few key differences. *Makes tough decisions* was the most highly rated managerial attribute in this survey as it was in the Hernon, Powell, and Young list, with *Communicates effectively with staff* immediately following in both lists. *Manages fiscal resources/budgets* was also ranked highly in both. Respondents to this survey indicated that *Delegates authority* and *Nurtures the development of new programs and services/refines existing ones as needed* are very important. These qualities and attributes are very much in keeping with the role of senior library administrators who must work through

and with staff to accomplish objectives. *Is results oriented* and *Ensures that planned action is implemented and evaluated* were also associated with the roles and responsibilities of those second in command.

Attributes associated with leadership, such as *Develops a campus visibility for the library*, *Is able to function in a political environment*, *Builds a shared vision for the library*, and *Manages/shapes change* were highly rated in both studies. However, *Changes/shapes the library's culture* appeared near the bottom of the rankings on the Hernon, Powell, and Young list, and was the attribute most highly rated as desirable for senior administrative personnel in this study of qualities and attributes for those who manage 21st century research libraries. The attribute *Is an advocate for the library*, which was highest on the Hernon, Powell, and Young list, was near the middle of attributes for senior library administrators identified in this study. These discrepancies seem to highlight the differences between roles of library directors who have a primarily external focus and those of senior library administrators who work to manage and change organizational culture to support accomplishing the library's internal goals and objectives. However, the high degree of concordance of desirable attributes and qualities for library directors and senior library administrators overall is noteworthy, and seems to validate the perspective that the senior-level roles in research libraries do act as a pipeline to director positions, assuming that the candidate does indeed possess and can demonstrate these characteristics.

A few of the other qualities and attributes that were identified by survey respondents are personal traits focused on setting a tone within the organization. For instance, *Bravery*, *A strong sense of right and wrong*, *High expectations of individuals and teams*, and *The promotion of civility and collegiality within the organization* were all mentioned. These are somewhat analogous to the list of personal characteristics also identified by Hernon, Powell, and Young but not used for this survey's purposes. For example, *Treats people with dignity/respect*, *Is honest*, and *Inspires trust* were all most highly ranked by the Hernon, Powell, and Young respondents. Seemingly, both library directors and senior library administrators are expected to exhibit similar personal characteristics and traits.

Case Studies

The survey asked respondents to select one of the positions that was redesigned or created since 2007 and provide additional information about changes to its responsibilities and scope. The 38 case studies describe a broad range of senior-level positions. The associate university librarian and associate dean level positions are the most frequent. The complete list of levels is below.

Assistant Dean	4
Assistant Director	2
Associate Dean	9
Associate Director	2
Associate University Librarian	11
Associate Vice Provost	1
Deputy Director	1
Director	6
Officer	1
Project Manager	1

The primary areas of emphasis of these positions break down as follows:

Academic Affairs	1
Administrative Services	4
Assessment/Planning	1
Budget/Finance	1
Collections	6
Digital Initiatives	2
Facilities/Branches	2
Information Technology	2
Marketing/Communications	1
Public/User Services	3
Research/Education	4
Scholarly Communication	5

Note, however, that some positions creatively combine multiple areas of oversight, such as administrative services and faculty affairs (Case 24), information technology and finance (Case 26), and public services and facilities (Case 25).

Responses to the question about when the position was created or redesigned indicate that roles were redefined fairly continuously throughout the 2007 to 2012 period. During this period, the critical

mass of position restructuring occurred between 2010 and 2011, which co-incidentally aligns with the Transforming Research Libraries work that was being undertaken by ARL. Library administration reorganization, changes to library operations, and strategic planning were cited as the top three drivers for changing position responsibilities.

	Redesigned	Newly Created
2012	3	—
2011	5	5
2010	8	1
2009	3	3
2008	5	4
2007	—	—
2006	—	1

It appears that there was little change in reporting structure, despite redesign or creation of administrative positions. In 28 of the 38 cases (74%), largely the same units and departments that reported to the original position report to the new one. The number of direct reports to senior administrative positions varies considerably, and it is not clear from the data whether respondents provided the number of direct reports or all reports in a senior portfolio.

A review of the case study data suggests that some trends are emerging in ARL libraries. New positions in traditionally named areas such as public services and technical services seem clearly on the wane, though the dearth of these identifiers could be attributed to the fact that such positions already exist in many of the reporting institutions so are not now being created. The same can be said for information technology, a term used in just four (11%) of the new position titles. Interestingly, however, public services skills and responsibilities are cited as important in five cases (13%) and technical services in eight (21%).

User services is an emphasis in eight new positions (21%). Outreach is a focus of six positions (16%), which include responsibility for communication, public relations, and marketing. Four new positions (11%) have substantial responsibility for teaching and learning; three more (8%) focus on undergraduates. Only one

(3%) mentions distance education. Scholarly communication is a focus of seven positions and digital collections of eight (18% and 21%, respectively). Open access is noted as a responsibility in just three of these cases (8%); e-publishing in just one (3%). Nine positions (24%) include responsibility for strategic planning, policy development, or assessment. Managing data is a component of six positions (16%), though the term "data" is used in a variety of ways. Of those, two positions (5%) include some responsibility for work on grants. Human resources is a focus of five positions (13%), though organizational development, staff development, and staff training are mentioned just once each.

The range of other areas emphasized in senior-level positions seems to suggest that libraries are undergoing much individual transformation and that they are restructuring positions in ways designed to meet local needs and capitalize on in-house talents. For example, a reduction in senior-level administrative positions led to vesting responsibility for all branch libraries in a single branch head (Case 30); a planning and assessment officer was created to centralize operations that had previously been dispersed (Case 38); restructuring to eliminate silos and facilitate succession planning led to increased responsibilities for a senior associate dean position (Case 22). Because case studies by their nature provide specific information that is unique to a particular environment, it is most useful to review the data provided by individual institutions, compiled in the tables on pages 35 through 51.

Conclusion
While it is clear that ARL libraries have been busy rethinking senior administrative positions in the past five years, there is no single trend or direction emerging from the changes reported by survey respondents. Positions are being carefully reviewed as they become vacant or as they are created, and the manner in which the position is filled clearly depends upon the needs and strategic direction of the particular institution. Senior jobs still tend to be highly specialized and there doesn't seem to be evidence of job rotation; administrators continue to be defined by their particular role and seemingly don't move laterally into other senior positions. Organizational structures remain centralized

hierarchies in most organizations. The small growth in the average number of senior positions in ARL organizations may be indicative of growth in the size of the organization or simply reflect new ways of viewing and describing responsibilities within organizations. It may indicate the effect of the economic downturn on library budgets. Senior roles now emphasize soft skills and some, such as facility with change management, are particularly critical; yet these are challenging to identify in recruitment.

It is clear that research libraries view effective leadership of senior-level administrators as essential to the success of the organization. As libraries continue to transform and adapt to fulfill their 21st century mandate, it is important that a well-developed senior administrative team is ready to map strategic priorities, shape the library culture, and manage change. Investment in training and other professional development opportunities is key to the agility of those in senior-level roles.

SURVEY QUESTIONS AND RESPONSES

The SPEC Survey on the Changing Role of Senior Administrators was designed by **Julie Garrison**, Associate Dean for Research and Instructional Services, Grand Valley State University, **Kathleen DeLong**, Associate University Librarian for Human Resources and Teaching/Learning at the University of Alberta, and **Marianne Ryan,** Associate University Librarian for Public Services at Northwestern University. These results are based on data submitted by 46 of the 126 ARL member libraries (37%) by the deadline of April 16, 2012. The survey's introductory text and questions are reproduced below, followed by the response data and selected comments from the respondents.

In 2000, SPEC Kit 256 *The Changing Roles of Library Professionals* examined how job descriptions had been redesigned to address technological advances, changes in libraries' focus, and redefined institutional goals. The environment continues to change for libraries and the users they serve, and research libraries are implementing strategies to ensure their workforce has the skills and competencies to further the mission of their libraries and institutions. To support these efforts, ARL is focusing on the "next generation" workforce and the new skills required to design and manage the 21st century research library.

This survey focuses on the professional, administrative, and management positions that report directly to the library director (or in some ARL member libraries the position that serves as the representative to the association), positions that have not been examined by a SPEC survey since 1984. These positions have a variety of designations, including deputy director, associate director, vice president, and director, manager, or head of a division, department, or branch library. For the purposes of this survey, these will be referred to as senior administrative positions and the incumbents as senior library administrators.

The survey explores the responsibilities of these positions, and the skills, qualifications, and competencies necessary for these administrators to successfully lead a transforming 21st century research library. It looks at whether and how position requirements have changed in the past decade, whether the number of direct reports has changed, whether these administrators have assumed new areas of organizational responsibility, and how they acquire the new skills to fulfill those responsibilities. The survey authors will mine the submitted job descriptions, organization charts, and other documents for details on how the role of these positions have changed.

LIBRARY DIRECTOR'S DIRECT REPORTS

1. Please indicate how many senior administrative positions report directly to the library director (or ARL member representative) in 2007 and how many reported to the director today. N=46

	Minimum	Maximum	Mean	Median	Std Dev
2007	1	12	6.39	6.00	2.86
2012	2	12	6.48	7.00	2.71

2. Please list the titles of these positions. N=46

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
1	Deputy Dean of University Libraries	8	Deputy Dean of University Libraries; Associate Dean of Facilities, Access, and Instruction Services; Associate Dean of Scholarly Resources, Special Collections, and Center for Southwest Research; Director of Outreach; Director of eScience Initiatives; Director of Library Information Technology; Director of Learning Spaces Initiatives; Planning & Assessment Officer
2	Assistant Dean; Associate Dean of Budget and Finance	2	Associate Dean of Library Operations; Associate Dean of Budget and Finance
3	Associate Director for Administrative Services; Associate Director for Public Services; Associate Director for Technical Services	2	Senior Associate Dean of Libraries; Associate Dean of Libraries
3	Associate Dean of Libraries for Research and Instruction Services; Associate Dean of Libraries for Collections and Technology Services; Associate Dean of Libraries for Planning and Assessment	3	Associate Dean of Libraries for Research and Instruction Services; Associate Dean of Libraries for Collections and Technology Services; Associate Dean of Libraries for Planning and Assessment

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
3	Associate Dean, Public Services & Collection Development; Associate Dean, Science Libraries; Associate Dean, Information Management Services	3	Associate Dean, Public Services & Collection Development; Assistant Dean for Information Technology & Finance; Assistant Dean, Information Management Services
3	Associate Director, Research Services; Associate Director, Information Systems & Digital Services; Assistant Director, Technical Services	3	Deputy Director; Associate Director, Digital Services; Manager, Discovery Services
3	Assistant Dean, Scholarly Communications; Assistant Dean, On-site Services; Assistant Dean, Technical Services	4	Assistant Dean, Scholarly Communications; Assistant Dean, Resource Delivery Services; Assistant Dean, Digital Library and E-publishing Services; Director, Academic Computing and Network Services
4	AUL for Administrative Services; AUL for Collections; AUL for Public Services; AUL for Technical Services	4	AUL for Administrative Services; AUL for Collections; AUL for Public Services; AUL for Technical Services
4	Deputy Director/Associate Librarian for User Services; Associate Librarian for Information Resources; Associate Librarian for Information Management; Director of Management Services	4	Deputy Director/Associate Librarian for User Services; Associate Librarian for Information Resources; Associate Librarian for Information Management; Director of Management Services
4	3 Assistant Directors; 1 Assistant to the Dean of Libraries	4	3 Associate Deans; 1 Director of Business Operations
4	Associate Dean, Public Services; Assistant Dean, Systems, Technical Services, & Collection Management; Assistant Dean, Administrative Services; Senior Business Manager	4	Associate Dean, Public Services; Assistant Dean, Systems, Technical Services, & Collection Management; Assistant Dean, Administrative Services; Senior Business Manager
4	Associate Dean for Support Services; Associate Dean for Information Services; Director, Special Collections Research Center; Constituency Development Officer	4	Associate Dean for Support Services; Associate Dean for Information Services; Director, Special Collections Research Center; Constituency Development Officer

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
4	Assistant Director for Administrative Services; Assistant Director for Collections, Information & Public Services; Assistant Director for Information Technology & Technical Services; Assistant Director for Special Collections	5	Assistant Director for Planning & Administration; Associate Director for Information Technology; Associate Director for Research & Education; Associate Director for Special Collections & Area Studies; Associate Director for Collections, Technical Services & Scholarly Communications
5	AUL, Library Learning Technologies; AUL, Collections & Facilities; AUL, Teaching, Learning & Research; Budget Officer; Human Resources Consultant	4	AUL, Library Learning Technologies; AUL, Collections; AUL, Library Services; AUL, Organizational Development
5	Deputy Director; Associate Vice Provost for Library Advancement; Assistant Director for Organizational Design and Learning; Associate Director for Materials Management; Assistant Director for Capital Management and External Relations	5	Deputy Director; Director of Development; Associate Director for Materials Management; Associate Director for Organizational Design and Learning; Associate Director for Learning Spaces and Capital Management
5	Associate Dean, Collections & Departmental Libraries; Associate Dean, Organizational Development; Associate Dean, Technology; Associate Dean, Access, Bibliographic and Information Services; Associate Dean, Administration	5	Associate Dean, Collections & Departmental Libraries; Associate Dean, Organizational Development; Associate Dean, Technology; Associate Dean, Access, Bibliographic and Information Services; Associate Dean, Administration
5	Executive Officer; Director of Library Computing Services; Executive Assistant; Associate University Librarian, Collections and Research; Associate University Librarian, Information Services	5	Executive Officer; Director of Library Computing Services; Executive Assistant; Associate University Librarian, Collections and Research; Associate University Librarian, Information Services

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
5	Associate University Librarian; Assistant University Librarian for Collections and Technical Services; Assistant University Librarian for Library Information Technology; Assistant University Librarian for Public Services; Assistant University Librarian for Special Collections	6	Associate University Librarian/Assistant University Librarian for Special Collections; Assistant University Librarian for Collections and Technical Services; Assistant University Librarian for Library Information Technology; Assistant University Librarian for Public Services; Assistant University Librarian for Scholarly Communication, Assessment, and Personnel; Library Controller
5	Assistant Vice Provost; Director, Research and Information Services; Director, Collections Services; Director, Access Services; Director, Thomas J Dodd Research Center	7	Assistant Vice Provost and Director, Library Research Services; Director, Undergraduate Education and Access Services; Director, University Archives, Special Collections, and Digital Curation; Director, Regional Campus Libraries; Director, Information Technology Services; Team Leader, Acquisitions and Financial Services; Team Leader, Public Programming, Marketing, and Communications
5	Director, University Press; Director, Communication and External Relations; AUL, Organization Services; Senior Director, Development; Deputy University Librarian and Associate Dean of Libraries	11	Director, Communication and External Relations; Assistant Dean, Advancement; Assistant Dean, Administration; Director, University Press; Copyright and Information Policy Advisor; Senior Director, Special Collections; Director, Program Management; Director, Library Information Systems; Associate Dean, Access and Resource Management; Associate Dean, Undergraduate Education; Associate Dean, Research, Collections & Scholarly Communication
6	Assistant Dean for Collection Development; Associate Dean for Technical Services; Assistant Dean for Public Services; Director of Systems; Human Resources Librarian	4	Assistant Dean for Collections and Access; Assistant Dean for Research and Education Services; Director of Planning, Assessment & Organizational Effectiveness; Director of Development

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
6	Associate University Librarian & Director, Research & Instructional Services; Associate University Librarian & Director, Collections & Content Development; Associate University Librarian & Director, Library for the Health Sciences; Director, Central Technical Services; Director, Library Information Technology; Director, Human Resources & Diversity Programs	5	Associate University Librarian for Collections & Scholarly Communication; Associate University Librarian for the Library for the Health Sciences & Branch Libraries; Associate University Librarian for Main Library Services; Associate University Librarian for Information Technology; Director, Human Resources and Diversity Programs
6	Executive Assistant; Director of Academic Technology and Instructional Services; Director of Administrative Services; Director of Development; AUL for Collections Services and Director of the Rare Book, Manuscript and Special Collections Library; AUL Public Services	7	Executive Assistant; Director of Academic Technology and Instructional Services; AUL for Information Technology Services; Director of Administrative Services; Director of Development; AUL Collections and User Services; Director of Scholarly Communications
6	Associate University Librarian; Assistant University Librarian for Information Technology; Assistant University Librarian for the Health Sciences; Assistant Director of Library Administration; Director of Advancement; Coordinator of Communications and Marketing	7	Associate University Librarian; Assistant University Librarian for Information Technology; Assistant University Librarian for the Health Sciences; Assistant University Librarian for Administrative Services; Assistant Director of Library Administration; Director of Advancement; Scholarly Communication Librarian
6	Associate Director for User Services; Associate Director for Resources, Collections & Services; Organizational Development Librarian; Manager, Financial and Administrative Services; Advancement Officer	7	Associate Director for Information Systems and Digital Access; Associate Director for User Services; Associate Director for Resources, Collections & Services; Organizational Development Librarian Manager, Financial and Administrative Services; Advancement Officer; Manager, Department of Building Services

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
6	Associate University Librarian- Administrative Services; Associate University Librarian- Public Services; Associate University Librarian- Technology Services; Associate University Librarian- Collection Services; Director of Development	7	Associate University Librarian- Administrative Services; Associate University Librarian- Collection Services; Associate University Librarian- Technology Services; Associate University Librarian- User Services; Director of Communications; Director of Development; Senior Advisor and Legal Director
6	Assistant Dean for Development; Special Assistant External Affairs; Associate Dean & Director Center for Educational Resources; Associate Director for Operations; Associate Director for Library Services; Associate Dean & Director Digital Research & Curation Center	10	Associate Dean External Affairs; Associate Director Finance & Operations; Associate Dean & Director Center for Educational Resources; Associate Dean Digital Curation & Research Center; Head Library Systems; Facilities Project Manager; Associate Director User Services; Associate Director Academic Liaison; Associate Director Scholarly Resources & Special Collections; Associate Director Conservation & Preservation
7	Assistant Dean (or Director), Public Services and Outreach; Assistant Dean (or Director), Collections and Systems Services; Assistant Dean (or Director) for Digital Futures and Technical Services; Area Finance Administrative Officer; Head, Manuscripts, Archives and Special Collections; Development Director	5	Associate Dean of Libraries; Director of Administrative Services; Head, Manuscripts, Archives and Special Collections; Head, Collection Development; Development Assistant Director

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
7	Director of Libraries; Collections; Human Resources and Finance; Facilities; Information Technology Services; Library Financial Systems	7	Associate University Librarian, Human Resource Management/Teaching and Learning Liaison; Associate University Librarian, Research & Special Collections Services; Associate University Librarian, Facilities; Associate University Librarian, International Relations; Associate University Librarian, Information Resources; Associate University Librarian, Bibliographic and Information Technology Services; Associate University Librarian, Public Services and Site Operations
7	Senior Associate Dean; Associate Dean, Development and Advancement; Director, Human and Financial Resources; Head, Auxiliary Library Facilities; Interim Director, Technical Services; Interim Director, Support Services; Administrative Assistant	7	Associate Dean, Scholarly Resources and Research Services; Associate Dean, Technology and Support Services; Associate Dean, Administrative Services and Faculty Affairs; Associate Dean, Development and Advancement; Associate Dean and Director, Health Science Center Libraries; Director, Academic and Scholarly Outreach; Administrative Assistant
7	Associate Dean; Assistant Dean; Human Resources Manager; Budget & Special Projects Officer; Library Support Services Manager; Development Officer; Executive Assistant to the Dean	7	Associate Dean; Director, Human Resources; Director, Financial & Physical Resources; Development Officer; Donor Relations Officer (0.5 FTE); Executive Assistant to the Dean; Organizational Development Specialist
7	Associate Director for Collections; Associate Director for User Services; Associate Director for Technical Services and Library Systems; Head of Branch Library; Head of Human Resources; Head of Building and Finance Secretary	10	Associate Director for Collections; Associate Director for User Services; Associate Director for Technical Services and Library Systems; Head of Branch Library; Assistant Director for Administrative Services; Head of Special Collections and Archives; Administrative Assistant (.5); Administrative Assistant (.5)

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
8	Interim Associate Dean; Interim Assistant Dean; Head, Library Technology Services; Head, Special Collections; Head, Technical Services and Digital Access; Head, Collection Development & Management; Head, Reference and Instructional Services; Development Director	5	Executive Associate Dean; Associate Dean for Collections; Associate Dean for Scholarly Communications and Research Services; Head, Special Collections; Development Director
8	Associate University Librarian for Public Services; Associate University Librarian for Technical Services and Systems; Associate University Librarian for Special Collections; Director of Financial Planning and Administrative Services; Director of Library Development; Director of Library Personnel; Director of Library Communications	8	Associate University Librarian for Collections and Services; Associate University Librarian for Technical Services and Systems; Associate University Librarian for Special Collections; Assistant University Librarian for Financial Planning and Administrative Services; Director of Library Development; Director of Library Human Resources; Director of Library Communications
8	Library Development & Communication Assessment Scholarly Communication Library Systems and Web Management; Associate Director for Collection Services; Associate Director for User Services; Assistant Director for Administrative Services; Assistant Director for Human Resources	10	W.E.B. Du Bois Center; Library Development & Communication; Assessment; Special Collections & University Archives; Scholarly Communication; Five College ILS Coordinator; Library Systems and Web Management; Associate Director for Library Services; Assistant Director for Administrative Services; Assistant Director for Human Resources
9	Assistant to the University Librarian; Associate University Librarian for Collection Management; Associate University Librarian for Information Technology; Associate University Librarian for Public Services; Associate University Librarian for Technical Services; Director of Administrative Services; Director of Development, University Library; Director, Northwestern University Press; Director of Library Public Relations	9	Assistant to the University Librarian; Associate University Librarian for Administrative and Collection Services; Associate University Librarian for Library Technology; Associate University Librarian for Public Services; Associate University Librarian for Special Libraries; Director, Center for Scholarly Communication and Digital Curation; Director of Development, University Library; Director, Northwestern University Press; Director of Library Public Relations

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
9	Associate Dean for Learning; Associate Dean for Scholarly Communication; Associate Dean for Research; Associate Dean for Planning and Administration; Associate Dean for Technology; Director of the University Press; Director of the Copyright Office; Director of Advancement; Director of Financial Affairs	10	Associate Dean for Planning and Administration; Associate Dean for Academic Affairs; Associate Dean for Research; Associate Dean for Digital Initiatives and Information Services; University Archivist; Director of the Press and Head of Scholarly Publishing Services; Director of the University Copyright Office; Director of Advancement; Director of Financial Affairs; W. Wayne Booker Endowed Chair in Information Literacy
10	Associate University Librarian, Planning and Administration; Associate University Librarian, Collections and Technical Services; Associate University Librarian, Client Services; Associate University Librarian, Technology and Scholarly Communication; Director, Archives and Special Collections; Director, Health Sciences Library; Director, Business Library; Director, Law Library; Director, University Press; Director, Nickle Arts Museum	8	Associate Vice Provost, Research Support; Associate Vice Provost, Collections; Associate Vice Provost, Learning; Director, Centre for Scholarly Communication; Director, Administration; Director, Communications and Development; Program Director, Taylor Family Digital Library; Technology Officer, Taylor Family Digital Library
10	Associate Dean for Commonwealth Campuses; Associate Dean for University Park Libraries; Assistant Dean for Scholarly Communications; Assistant Dean for Technical & Collections Services; Director, University Press; Director, Health Sciences Library; Director, College of Law Library; Manager of Human Resources; Director of Administrative Services; Associate Director of Facilities Planning	8	Senior Associate Dean for Undergraduate and Learning Services; Associate Dean for Research and Scholarly Communications; Associate Dean for Collections, Information, and Access Services; Director, University Press; Director, Health Sciences Library; Director, College of Law Library; Manager of Human Resources; Senior Director of Financial and Administrative Services

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
10	AUL for Planning and Organizational Research; AUL for Facilities and Planning; Library Director-Camden; Library Director-Newark; AUL for Tech Services; AUL Collection Development; AUL for Research/Instructional Services; Director for Administrative Services; Senior Administrative Assistant; Director of Library Development	10	AUL for Planning and Organizational Research; AUL for Facilities and Planning; Library Director-Camden; Library Director-Newark; AUL for Tech Services; AUL Collection Development; AUL for Research/Instructional Services; Director for Administrative Services; Senior Administrative Assistant; Director of Library Development
10	Associate University Librarian for Research & Instructional Services; Senior Associate University Librarian; Assistant University Librarian for Organizational Development and Planning; Curator of the Afro-American Collection; Director of Health Sciences Libraries; Director of External Affairs and Advancement; Head of Special Collections; Head of Urban Archives; Director of the Law Library; (secondary dotted line report) Director, University Press	10	Associate University Librarian for Research & Instructional Services; Senior Associate University Librarian; Assistant University Librarian for Organizational Development and Planning; Curator of the Afro-American Collection; Director of Health Sciences Libraries; Director of External Affairs and Advancement; Director of Special Collections Research Center; Director of the Law Library; (secondary dotted line report) Executive Director Computer Services; (secondary dotted line report) Director, University Press
11	Director of Center for Creative Photography; Associate Dean; Team Leaders of: Technical Services and Archival Processing, Fine Arts and Special Collections, Undergraduate Services, Social Sciences, Science Engineering, Document Delivery, Material Access Team, Partners, Digital Library and Information Systems	10	Associate Dean; Assistant Dean of Technology; Director of Center for Creative Photography; Director of Special Collections; Team Leaders of: Instructional Services, Research Services, Access and Information Services, Scholarly Publishing and Data Management, Delivery, Description and Acquisitions, Library Infrastructure

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
11	Unit Business Manager; Assistant to the Dean; Associate Dean, Libraries Operations and Director of Ekstrom Library; Associate Dean, Assessment Personnel & Research; Associate Dean, Collections & Scholarly Services; Director, Art Library; Director, Health Sciences Library; Director, Office of Libraries Technology; Director, Music Library; University Archivist and Director, University Archives & Records Center; Endowed Chair for Scholarly Communications	12	Unit Business Manager; Assistant to the Dean; Associate Dean, Libraries Operations & Director of Ekstrom Library; Associate Dean, Assessment, Personnel & Research; Director, Art Library; Head, Collection Management; Head, Special Collections; Director, Health Sciences Library; Director, Office of Libraries Technology; Director, Music Library; University Archivist and Director, University Archives & Records Center; Endowed Chair for Scholarly Communications
12	Head, Music Library; Head, African Studies Library; Head, Management Library; Head, Education Library; Head, Science and Engineering Library; Head, Stone Science Library; Head, Catalog Department; Head, Circulation Department; Head, Reference and Instructional Services; Head, Serial Department; Head, Collections Administration; Head, Electronic Resources	3	Associate University Librarian for Digital Initiatives and Open Access; AUL for Undergraduate and Distance Services; AUL for Graduate and Research Services
12	Associate Director, Collections; Associate Director, Information Services & Systems; Associate Director, Operations & Planning; Head, Management Library; Head, Architecture/Fine Arts/Music Library; Head, Archives & Special Collections; Head, Elizabeth Dafoe Library; Head, Law Library; Head, Health Sciences Library; Head, Sciences & Technology Library; Head, St. John's College Library; Head, Fr. H. Drake (St. Paul's College) Library	8	Associate University Librarian; Manager, Administrative Services; Head, Sciences Libraries; Head, Health Sciences Libraries; Chair, Humanities & Social Sciences Libraries (currently filled by Head, Architecture/Fine Arts/Music Library; therefore I have counted this and the position below as one report); Head, Architecture/Fine Arts/Music Library; Head, Management Library; Head, Elizabeth Dafoe Library; Head, Law Library

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
12	Assistant Director for Access & Facilities Services; Assistant Director for Technical & Electronic Services; Assistant Director for Collections; Director, Special Collections Research Center; Co-Directors, Science Libraries (2 positions); Co-Directors, Digital Library Development Center (2 positions); Law Librarian; Assistant Director for Administration; Development Director; Communications Director	11	Associate University Librarian for User Services; Associate University Librarian for Digital Services; Associate University Librarian for Collection Services; Assistant Director for Humanities, Social Sciences and Special Collections; Co-Directors, Science Libraries (2 positions); Law Librarian; Assistant Director for Administrative Services; Development Director; Communications Director

3. Of the positions that currently report to the director, please list those whose responsibilities have been substantially redesigned and those that have been newly created since 2007. N=43

Position responsibilities have been substantially redesigned since 2007 N=41

All.

All. We did a complete reorganization in 2010 and then recruited five new leaders, all new hires.

Assistant Dean for Collections and Access; Assistant Dean for Research and Education Services; Director of Planning, Assessment & Organizational Effectiveness.

Assistant Dean, Digital Library and E-publishing Services.

Assistant Director Administrative Services.

Assistant to the University Librarian; Associate University Librarian for Library Technology.

Assistant University Librarian for Special Collections.

Associate Director for Collections and Scholarly Communication; Associate Director for the Digital Library.

Associate Dean of Libraries (formerly three Assistant Deans or Directors); Director of Administrative Services (formerly Area Finance Administrative Officer); Head, Collection Development.

Associate Dean, Access and Resource Management; Associate Dean, Undergraduate Education; Associate Dean, Research, Collections & Scholarly Communication.

Associate Dean, Information Management Services.

Associate Deans for Learning and Scholarly Communication to Academic Affairs; Associate Dean for Technology to Digital Programs and Information Services.

Associate Director for Library Services.

Associate Director User Services; Associate Director Finance & Operations; Associate Dean Digital Curation & Research Center.

Associate Director, Digital Services.

Associate University Librarian; Manager, Administrative Services; Chair, Humanities & Social Sciences Libraries (position currently filled by the Head, Architecture/Fine Arts/ Music Libraries).

Associate University Librarian-Collections Services; Associate University Librarian-Technology Services; Associate University Librarian-User Services.

Associate University Librarian for Collections & Scholarly Communication; Associate University Librarian for the Library for the Health Sciences & Branch Libraries; Associate University Librarian for Main Library Services; Associate University Librarian for Information Technology.

Associate University Librarian for Collections and Services.

Associate University Librarian, Finance and Information Resources; Associate University Librarian, Bibliographic and Information Technology Services.

Associate University Librarian for User Services; Assistant University Librarian for Humanities; Social Sciences and Special Collections (title changes as well as significant changes to responsibilities).

Associate Vice Provost, Collections; Associate Vice Provost, Learning; Director, Centre for Scholarly Communication.

AUL for Collections and Users Services.

AUL, Library Learning Technologies (added responsibility for classroom audio visual, Maps/Data/GIS and the Centre for Digital Scholarship); AUL, Collections (dropped facilities portfolio); AUL, Library Services (Eliminated the Liaison Program. Librarians now distributed throughout organization. Picked up facilities).

AUL for Public Services; AUL for Technical Services.

Deputy Dean of University Libraries; Associate Dean of Facilities, Access, and Instruction Services; Associate Dean of Scholarly Resources, Special Collections, and Center for Southwest Research.

Director, Human and Financial Resources.

Director of Special Collections Research Center.

Executive Officer; Executive Assistant; Associate University Librarian, Collections and Research.

No major redesign since 2007, although a few departments have been traded around. All of acquisitions was moved into Information Systems in 2011. Manager, Department of Building Services was shifted from reporting to the financial and ADM manager to the university librarian in the same year.

None. (4 responses)

Senior Associate Dean for Undergraduate and Learning Services; Associate Dean for Research and Scholarly Communications; Associate Dean for Collections, Information, and Access Services; Senior Director of Financial and Administrative Services.

Senior Associate Dean of Libraries; Associate Dean of Libraries.

Team Leader, Acquisitions and Financial Services; Director, University Archives, Special Collections, and Digital Curation.

Team Leaders for: Library Infrastructure, Delivery, Description, and Acquisitions.

The Assistant Dean was changed to Associate Dean.

The Assistant to the Dean of Libraries was upgraded to Associate Dean (with increased responsibilities).

The University Archivist is no longer directly responsible for responding to Open Records requests, however the function is still managed through that office. We have eliminated the position of Associate Dean, Collections & Scholarly Services.

Positions have been newly created since 2007 N=36

Administrative Assistant.

Assistant Dean for Information Technology & Finance.

Assistant University Librarian for Administrative Services; Scholarly Communication Librarian.

Assistant University Librarian for Scholarly Communication, Assessment, and Personnel.

Assistant Vice Provost and Director, Library Research Services; Director, Undergraduate Education and Access Services; Director, Regional Campus Libraries; Director, Information Technology Services; Team Leader, Public Programming, Marketing, and Communications.

Associate Director Scholarly Resources & Special Collections; Facilities Project Manager; Associate Director Academic Liaison.

Associate University Librarian for Administrative and Collection Services; Associate University Librarian for Special Libraries; Director, Center for Scholarly Communication and Digital Curation.

Associate University Librarian for Digital Initiatives and Open Access; AUL for Undergraduate and Distance Services; AUL for Graduate and Research Services.

Associate University Librarian for Digital Services.

Associate University Librarian, International Projects; Associate University Librarian, Public Services and Site Operations; Associate University Librarian, Research and Special Collections.

Associate Vice Provost, Research Support; Director, Communications and Development; Program Director, Digital Library; Technology Officer, Digital Library.

Assistant Dean of Technology; Director of Special Collections; Team Leader for Scholarly Publishing and Data Management.

AUL, Organizational Development (new portfolio combining HR, budget, marketing, development, assessment).

Copyright and Information Policy Advisor; Director, Program Management.

Deputy Director.

Development Assistant Director.

Director, Academic and Scholarly Outreach; Associate Dean and Director, Health Science Center Libraries.

Director of Communications.

Director of Outreach; Director of eScience Initiatives; Director of Learning Spaces Initiatives; Planning & Assessment Officer.

Director of Scholarly Communications; AUL for Information Technology Services (had been vacant since 2005).

Donor Relations Officer; Organizational Development Specialist.

Du Bois Center; Five Colleges ILS Coordinator.

Executive Associate Dean; Associate Dean for Collections; Associate Dean for Scholarly Communications and Research Services.

Executive Director Computer Services (secondary dotted line report).

No new positions have been created at the top level since 2007, but we anticipate changes in the near future.

None (10 responses)

See above. We did a complete reorganization in 2010.

REDESIGNED OR NEW POSITIONS

4. What were the main drivers behind the decision to redesign or create new positions? Check all that apply. N=39

	Redesigned Position	New Position	N
Due to reorganization of library administration	29	16	31
Due to growth of/changes to library operations	23	13	29
As a result of being identified through strategic planning	22	16	27
As a result of change in focus/role of the library director	14	8	19
As a result of budget decreases	13	4	14
Due to expectations of university administration	6	5	9
As a result of budget increases	1	2	3
Other driver	12	6	16
Number of Responses	36	25	39

If you selected "Other driver" above, please briefly describe the driver.

Redesigned Position

As a result of 21st century realities for research libraries.

Attempt to flatten the organization, move the responsibility further into the organization.

Copyright Policy Advisor: increasing complexity of campus and library issues related to copyright.

Death of a staff member.

Every time an employee leaves, there are opportunities to change and improve functions and roles.

Executive Officer; Executive Assistant; Associate University Librarian, Collections and Research.

New Dean of Libraries: reorganizing administration of the Libraries.

New Dean of the University Libraries who has started to reorganize some of our operations.

New library director plus retirement or resignation of all previous assistant directors.

Reconsideration of roles following an AUL vacancy.

Reflects recommendations of an external consultant. To maintain a balanced budget (neither increase, nor decrease), an associate director position has not been filled and therefore responsibilities needed to be shifted. To achieve more integration of like operations with potential for collaboration and synergies. To pursue greater consistency within the Libraries, to meet users expectations.

The university hired a new dean of university libraries. Also, decreased recruitment activities and increased emphasis on data-driven decision making resulted in the HR librarian position being abolished.

New Position

Executive director of computing services is a university computing services position detailed 1/2 time to supervise library computing activities and support, in order to merge these core hardware support services with those of central computing and realize efficiencies on campus and to improve interchange of information in the academic computing sphere.

Hiring freeze.

Integration of the Health Science Center Libraries with the George A. Smathers Libraries. New Dean of Libraries: reorganizing administration of the Libraries.

One new position, Endowed Chair in Information Literacy, came about through a $2.5M gift to endow this position.

Retirement of a staff member.

See above. New library director plus retirement or resignation of all previous assistant directors.

The planning and implementation of the programs and services of the Digital Library (opened in 2011) were the drivers for creating the positions of Program Director, TFDL and Technology Officer, TFDL.

5. Did any of the positions that were redesigned or newly created take on any responsibilities that formerly belonged to the library director? N=39

Yes	17	44%
No	22	56%

If yes, please specify the position(s) and briefly describe which of the director's responsibilities it took on. N=17

Associate University Librarian, Public Services. Took on the administration of public services throughout all unit libraries, including access services (ILL, shelving).

AUL for Digital Initiatives and Open Access: direct supervision and coordination of cataloging, electronic resources, and campus open access initiative and development of institutional repository. AUL for Undergraduate and Distance Services: role in campus distance services coordinating committee; direct supervision of circulation department. AUL for Graduate and Research Services: direct supervision of branches.

Deputy Director took over the special collections department and administrative services office, as well as a greater role in strategic planning and running the library when the director was absent.

Direct supervision of several department/unit level areas was transferred from the dean to the AD's. Specifically, supervision of archives, records management, manuscripts, and rare books were assigned to the AD for Research and Education Services; supervision of preservation and off-site storage was assigned to the AD for Collections and Access. The AD for Technical Services position was eliminated, with those responsibilities transferred to the AD for Collections and Access.

Director, HR: greater involvement in faculty recruitment and other collegial processes.

Director of Communications: external communications, on and off campus.

Executive Associate Dean: Budget responsibilities, became second for the dean (represented dean in her absence or as assigned), supervision of integrated user services, which had been part of reference and instructional services. Associate Dean for Collections: Took over supervision of technical services, collection development and management. Associate Dean for Scholarly Communications and Research Services: Took over supervision of library technology services (renamed library system), digital library initiatives and scholarly communications (had been part of other departments) and reference services (renamed research services) and head, research and grants. The department heads of the above units had reported to the dean and now report to one of the associate deans. Many of the departments have been reorganized and renamed since 2007 but none report directly to the dean any longer. Special collections is the only exception.

Facilities Project Manager took on planning, implementing, and liaising construction of new library building.

Finance and budgeting.

Oversight of development operations.

Public services, access services.

Research.

Some direct reports moved to the associate dean.

The Associate University Librarian for Digital Services now supervises the director of the Digital Library Development Center, who formerly reported to the director.

The AUL for Special Collections assumed shared responsibility (with the university librarian) for development activities.

The AUL, Organizational Development took on oversight of budget, HR, marketing, and development.

The redesigned Director of Special Collections Research Center assumed supervision of both the urban archives (formerly with its own head reporting to the dean) and of the university art consultant (formerly reporting to the dean).

CASE STUDIES

Please answer the following questions about the senior administrative position identified above that has been redesigned or created since 2007. If more than one position has been redesigned or created, please choose one of the positions.

Please enter the title of the position and the year this position was created.

Please indicate which departments or units of the library and how many individuals reported to the position in 2007 (or in the year it was created) and how many currently report to this position.

Please briefly describe the responsibilities, scope, and/or focus of the redesigned or newly created position, indicating the most significant changes of the redesign and why they were necessary.

Redesigned Positions

Case 1

Assistant Dean for Research and Education Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	University Archives & Records Management; Rare Books; Manuscripts; Reference Department; Health Sciences Library; Fine Arts Library; Music & Dance Library; Center for International Collections; Government Documents & Maps	7	3	1 Administrative Associate	
2012	Arts & Archives; Health Sciences; Government Documents & Maps; Center for International Collections; Reference	5		1 Administrative Coordinator	

The libraries underwent a complete work redesign in 2007, driven by a new strategic plan, reduced staffing levels, and anticipated further reductions. With the elimination of two associate dean positions, connections between units were reviewed, work redistributed, and units reorganized, reporting to the remaining assistant deans.

Case 2

Assistant Dean, Digital and E-Publishing Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Metadata and Preservation Services; Archives and Special Collections; Digital Repositories Services	9	1	8	
2012	Metadata and Preservation Services; Archives and Special Collections; Digital Repository Services	8		8	

E-publishing given new emphasis and folded into the position. A greater emphasis in general on digital services.

Case 3

Assistant Director for Administrative Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Finance Officer; Administrative staff; Mail room		1	5	
2012	Finance Officer; Administrative staff; Mail room		1	5	

The most significant change was to move most of the human resources functions to this position.

Case 4

Assistant University Librarian for Humanities, Social Sciences, and Special Collections

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Special Collections and Preservation	4	2		
2012	Special Collections; Humanities & Social Sciences (bibliographers and support staff)	11			

The position was previously focused on special collections and preservation. Preservation has been reassigned to technical services. This change provides leadership for humanities and social sciences bibliographers. The position also has oversight of librarians who have other primary responsibilities but spend a portion of their time on selection in humanities or social science subjects, for example reference librarians. The reorganization as a whole is intended to focus attention on services to users.

Case 5

Assistant University Librarian for Special Collections

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Assessment; Human Resources; Building Management	4	3		
2012	Special Collections; Conservation Development; All library employees (in absence of university librarian)	2			

In 2008, the Exhibitions Department was moved organizationally. That unit now reports to the Promotions and Outreach Manager. In 2009, the Music/Dance Department was disbanded and employees were transferred to the appropriate functional units across the organization. The AUL for Special Collections kept oversight of only one librarian, the Curator of Music Special Collections. In 2010, this position assumed significant responsibility for development programs. These responsibilities are shared with the university librarian. No direct line reporting is associated with this responsibility since development officers fall organizationally under a foundation rather than under the university. One donor liaison is assigned to the library. This AUL works closely with that person but does not supervise him. Also in 2010, this AUL took on the role of Associate University Librarian. In that role he has full responsibility for the library whenever the university librarian is absent. In 2012, the Records Management Unit was pushed down in the organization. It now reports directly to the university archivist rather than to this AUL position. Ultimate responsibility for Records Management still flows up through this AUL, but direct reporting lines have changed.

Case 6

Associate Director for Collections and Scholarly Communication

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Collection Management; Special Collections Research Center; Preservation; Scholarly Communication Center	4			
2012	Collection Management; Special Collections Research Center; Preservation; Copyright and Digital Scholarship Center; Friends of the Library; Program Planning & Outreach; Exhibits Program	5	2		

This associate director position assumed responsibility for oversight of the friends of the library, program planning and outreach, and the exhibits program after another senior administrator resigned and that position was eliminated. Both

budget reductions and strategic planning/realignment contributed to these decisions. The organizational units added to this portfolio are related to the library collections program, for which this position was already responsible.

Case 7

Associate Dean (formerly Assistant to the Dean of Libraries)

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	No departments reported to this position in 2007. This position was responsible for outreach, assessment, accreditation, marketing, and other initiatives supporting the dean, as well as subject librarian responsibilities. It was much more of a project-oriented position with considerable committee leadership on the part of this individual.				
2012	User Experience and Assessment; Faculty Engagement; Marketing and Events Manager; GALILEO Knowledge Repository; Project Manager	7	5		

The new position was created in that the assistant to the dean of libraries was asked to take on responsibility for several new departments: a data curation research librarian, the faculty engagement department, the user experience and assessment department, and the marketing and events manager (a new position related to the new 220,000 square foot learning commons building the library was asked by the provost to manage and operate). The responsibilities were such that the position was raised to the assistant dean level.

Case 8

Associate Dean for Academic Affairs

	Reports	Librarians	Other professionals	Support staff	Other staff
2009					
2012					

Case 9

Associate Dean of Libraries

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Technical Services; Distance Education	2			
2012	Branch Libraries; Technical Services; Public Services	6			

The associate dean had far more operational responsibility for the libraries than the assistant dean ever had.

Case 10

Associate Dean of Libraries

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Library Instruction; Scholarly Communication Systems; Reference Services; Access Services	7	1		
2012	Scholarly Communication Systems; Reference Services (includes Library Instruction); Access Services; Technical Services	20	1	2	

Reducing from three/four assistant directors (or assistant deans) to one associate dean was a result of budget realities and a desire to make for a less rigid structure. The associate dean has a library-wide focus.

Case 11

Associate Dean, Access and Resource Management

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Acquisitions; Cataloging; Collections; Interlibrary Loan	5		35	
2012	Access & Resource Sharing; Acquisitions and Cataloging; Preservation/Conservation	11	1	51	

Added access services and interlibrary loan to traditional technical services model to reflect integrated nature of collections from selection, acquisition, cataloging, shelving, and retrieval.

Case 12

Associate Director for Collections, Technical Services & Scholarly Communications

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	This is too complicated to answer in our case. Instead, I've attached several documents that we created for our own staff by way of explanation.				
2012	This is too complicated to answer in our case. Instead, I've attached several documents that we created for our own staff by way of explanation.				

Case 13

Associate Director for Library Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	ILS Coordinators; Collection Development; Acquisitions; Cataloging and Processing; ILL/Document Delivery; Image Collection Library	7	1	1	
2012	Access Services; Science & Engineering Library; Information Resources Management; Undergraduate Teaching and Learning; Image Collection Library; Research & Liaison Services; ILS Unit	6	1	1	

Two associate director positions (AD for Collection Services, AD for User Services) were merged into one position (Associate Director for Library Services). This was done primarily for budget reasons but it also was an effort to flatten the organization and improve communication among the department heads.

Case 14

Associate University Librarian

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Acquisitions; Bibliographic Control; Collections Management; Electronic Resources	2		2	1 Administrative assistant/ secretary
2012	Discovery & Delivery Services; Collections & External Relations	2			

The focus of the associate university librarian position is on "Services to Libraries," i.e., primarily our back room, internal operations. The two direct reports are: the Head of Discovery & Delivery Services which includes technical services, digitization, libraries' catalogue systems, document delivery, off-campus access services, usability/assessment, the libraries' storage annex, and, yet to be fully implemented, the policy and technical aspects of circulation; and Head,

Collections & External Relations, which incorporates collections management, archives & special collections, and external relations. The latter is somewhat at arm's length since the position does not report to the libraries. The primary differences in the position are the inclusion of digitization and the catalogue systems, which were formerly part of a technical unit; the inclusion of document delivery, off-campus services and circulation, which were formerly part of a public services portfolio; and the inclusion of usability and archives & special collections. While the associate university librarian does not supervise these areas directly, the librarians reporting to the position do. Change was necessary because an associate director position was not being filled and some responsibilities needed to be redistributed. The stronger motivation for change, however, was the need to be future-oriented and to look more holistically at our systems and how we could organize them in a more integrated, seamless fashion to present to our users the growing number of options for access; and to group activities and initiatives in order to take advantage of synergies and opportunities for collaboration (e.g., collections management and archives & special collections).

Case 15

Associate University Librarian for Collections and Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Collection Development—Humanities, Social Sciences; Collection Development—Global Resources and Area Studies; Branch libraries (Art, Music, Geology, Chemistry, Math/Physics, Biology/Botany, Stone Center for Black Culture and History, City & Regional Planning, School of Information and Library Science); Circulation; Interlibrary Services; Reference; Undergraduate Library	39		42	
2012	Interlibrary Services; Research and Instructional Services; Undergraduate Library; Scholarly Communications Officer	38		47	

Focus on the two most significant aspects of "public service" [the old term], hence the change in title and broadened scope of responsibilities: collections and services. Coincided with a change from traditional reference services to a liaison model.

Case 16

Associate University Librarian, Collections and Research

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Archives and Special Collections; Bibliographic Services; Monograph Acquisitions; Serials & Electronic Acquisitions; Resource Sharing	2	3		
2012	Archives and Special Collections; Bibliographic Services; Monograph Acquisitions; Serials & Electronic Acquisitions; Resource Sharing; Library Accessibility Services	2	3		

In 2009, an electronic resources librarian was added to the bibliographic services department and handles much of the day-to-day collections over sight, assists with the collections budget activities, and, represents the library on consortia purchase negotiations and activities. These were previously handled by the AUL Collections. Thus the AUL has more time for other activities. In 2010 ,the position was assigned "research" to the portfolio of the Associate University Librarian Collections. The incumbent is essentially the Libraries' associate dean for research and represents the university libraries on university research committees, at research meetings and events, etc. She/he in turn provides leadership to help advance the research activity of librarians and (because libraries also support research) to promote our services and collections. In 2010, the position was assigned learning accessibility services as it was believed that the activities of this unit are closely aligned with resource sharing. Both provide students copies of materials (title and/or format) not owned by the library. In 2011, the two acquisition units (monograph acquisitions department and the serials and electronic resources department) were merged into a single acquisitions department. All activities are essentially the same but are under a single professional (non-librarian) manager. Note: The bibliographic services department reports to the AUL Collections. The libraries digital initiatives unit resides within this unit therefore the AUL Collections has oversight of digitization and electronic publishing activities.

Case 17

Associate Vice Provost, Collections

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Acquisitions; Bibliographic Services; Collections Services	5	1	44	
2012	Metadata Development; Discovery Systems; Collections Development	3	1	47	

This position was redesigned as part of the strategic realignment process undertaken in 2010: convergence of libraries, museum, archives, special collections; completion of the Taylor Family Digital Library and the High Density

Library (storage facility); increased emphasis on unique resources and integrated discovery. Metadata Development: cataloguing, metadata creation, and processing. Most significant change: creation of special materials unit (archival, fine arts, and visual materials); preparation of materials for the storage facility. Discovery Systems: operation, enhancement, and ongoing assessment of discovery and delivery systems. Includes support for: integrated library system, inventory retrieval system, remote access to electronic library resources, interlibrary loan and document delivery software, workroom booking system. Collections Development: collections budget management, electronic resources management, selection and ordering of new resources, gifts-in-kind, collection development analysis.

Case 18

AUL for Public Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Reference, Education & Outreach; Access Services; Medical Library; Design Services; Web Services	4	2	1	
2012	Reference, Education & Outreach; Access Services; Medical Library; Design Services; Web Services; Information Technology; Development	4	4		

The libraries' information technology unit was relocated from technical services to public services to facilitate and highlight the increasing role for IT in supporting the libraries' online presence as a public service point. This change also promoted greater integration between IT & web services (which was already located in public services). Development operations were placed under public services to emphasize the role of this unit in leading outreach to all campus and community stakeholders.

Case 19

Director, Financial & Physical Resources

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	None				
2012	Dean's Office clerical/administrative staff		1	3	

The Director, Financial & Physical Resources is responsible for overseeing all of the library's funding sources (including the acquisitions funding), as well as space for our seven physical locations. The redesign was necessary to bring a strategic and comprehensive focus for budgeting and financial management, as well as to put in place robust internal

controls relating to the management of our financial resources. The position now oversees the administrative/clerical group in the dean's office, given the work of this group intersects nicely with the work of the director.

Case 20

Director, Special Collections Research Center

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Special Collections department	1		3	
2012	Special Collections (formerly a department, now merged into special collections research center); Urban Archives (formerly a separate department, now merged into special collections research center); University art consultant	3	4	5	

We needed to consolidate and standardize the operations of separate special collections and archival units into one in order to realize improved efficiencies in processing, merge two separate reading rooms, adopt uniform standards based on nationally accepted best practices for finding aids, cataloging, etc. It was also thought that by combining the operations under one director, the incumbent would have a better sense of relative priorities for processing fundraising and digitization across the former separate special collections units.

Case 21

Senior Associate Dean for Undergraduate and Learning Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Commonwealth Campus Libraries (20 locations); World Campus (online)	41		59	
2012	Commonwealth Campus Libraries; Knowledge Commons; Library Learning Services; Media & Technology Support Services; World Campus	49		92	

This position now has responsibility, in addition to campus libraries, for University Park departments of importance for undergraduate and learning services (i.e., knowledge commons, library learning services, media tech). Incumbent now does more collaboration with other university administrators, especially in Information Technology Services. Incumbent is considered the "senior" associate dean.

Case 22

Senior Associate Dean of Libraries

	Reports	Librarians	Other professionals	Support staff	Other staff
2012	Systems; Budget; Personnel; Security; Facilities; Planning & Promotions	2		4	
2012	Libraries IT; Budget; Personnel; Facilities; Access Services; Collection Development; Planning & Promotions	3	1	4	

The position's responsibilities increased as a result of reorganization. We lost one senior position in 2010 to budget cuts and the library was reorganized to better reflect how we work in 2012. Fewer silos, more collaboration. It was also difficult to justify three senior administrative positions in a library of our size. The addition of access services and collection development dramatically broadened this portfolio. Access services was incorporated here because, like other departments in the portfolio, it is essentially an infrastructure service. Collection development was added to bring budgetary operations closer together. The "Associate Deans" are peers but one holds the title of "Senior Associate Dean." This reflects the university's desire to have a clear line of succession and that senior administrative position's more significant role in campus activities (such as faculty affairs and budget).

Case 23

University Archivist & Director, University Archives & Records Center

	Reports	Librarians	Other professionals	Support staff	Other staff
2012	University Archives & Records Center	4	1		
2012	University Archives & Records Center	3	1		

The number of open records request has increased significantly in recent years and legally requires prompt action. In order to ensure the university is in compliance with this requirement, a new staff position was created through internal reassignment to work almost exclusively on open records issues. The university archivist now oversees this function rather than having direct responsibility for responding to requests.

Case 24

Associate Dean - Administrative Services and Faculty Affairs

	Reports	Librarians	Other professionals	Support staff	Other staff
2012	Human Resources Fiscal Services		2	6	
2012	Human Resources Fiscal Services, including Health Science Center; Libraries Grants Management		5	6	

Serves as most senior human resources, financial, and grants management professional, serving as representative to outside entities and the larger university.

New Positions

Case 25

Associate University Librarian, Public Services and Facilities

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Library branch heads	8			
2012	Library branch heads; Access Services head	9			

Directing operations and allocating human/financial resources of the unit libraries. Identifying, coordinating, and resolving service issues amongst unit libraries and the broader user community. Interpreting and implementing library policy and strategic plans at the public services portfolio and unit head level. Determining and coordinating priorities across the public services portfolio to achieve system/local objectives. Mentoring heads of various libraries and the unit management teams responsible for front-line operations. Planning and executing strategic directions, developing system policies, and establishing framework for policy implementation at local level. Establishing budget priorities. Advising senior administrative team (SAT) and chief librarian on matters related to public services and user communities. Acting as backup for other SAT colleagues in their absence.

Case 26

Assistant Dean for Information Technology & Finance

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Computer & Network Services; Digital Initiatives; Applications Group	3	15		
2012	Computer & Network Services; Digital Initiatives; Applications Group; Finance	3	17		

An AD level position was created to focus on information technology. IT roles previously reported to separate AD's who had other responsibilities including public services and collection management. Later, finance and budgeting was added to the position.

Case 27

Assistant University Librarian for Administrative Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	None				
2012	Business Office; Human Resources; Facilities; Assessment; Communications/marketing		4	4	

Responsibilities: formulate policies and procedures to improve operations in the library's business office, human resource, and facilities; develop and coordinate library assessment program; develop and deploy internal and external communication program. Many of these responsibilities were transferred from the associate university librarian's portfolio. As the library expanded programs and continued to reorganize staff, a new position was required to absorb some duties.

Case 28

Associate Dean for Scholarly Communications and Research Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Head, Digital Library Initiatives; Head, Library Systems; Head, Research Services; Head, Research and Grants	4			
2012	Head, Digital Library Initiatives; Head, Library Systems; Head, Research Services; Head, Research and Grants	4			

The Associate Dean for Scholarly Communications and Research Services was created as a new position following the retirement in 2011 of the interim dean and former head of scholarly communications. When a new dean of libraries was hired he felt the increased emphasis on scholarly publishing, open access issues, combined with a desire to evolve the roles of our research librarians to be more involved in those issues and more embedded with scholars' work, drove the need for a new position at the associate dean level. As part of the dean's new organization, we pulled together research services, library systems, scholarly communications and digital initiatives, and research and grants together worked with this new associate dean.

Case 29

Associate University Librarian for Digital Initiatives and Open Access

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Catalog Department; Electronic Resources Librarian; Institutional Repository	6	1	14	
2012	Catalog Department; Electronic Resources Librarian; Institutional Repository	7	1	14	

Position was created to develop the potential of the catalog department to participate in emerging metadata and other digital opportunities. This division is charged with the development of the university's institutional repository, particularly the open access aspects; also participates in the institution's data management planning. The development of a unified university strategic plan and the new library strategic plan, the library's role in the campus open access initiative, and the 2009 NEASC accreditation study necessitated a major reorganization in senior library administration.

Case 30

Associate University Librarian for the Library for the Health Sciences & Branch Libraries

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Library for the Health Sciences	9	2	7	
2012	Library for the Health Sciences; All branch libraries	16		16	

Reduced the number of upper level administrators, so several needed to take on additional departments. This position added all branch libraries to current responsibility only for the Library for the Health Sciences.

Case 31

Assistant Dean of Technology Strategy

	Reports
2008	None
2012	None

We needed someone without one responsibility to focus on our technology strategies and work with senior technology people on campus. Also need someone to work with peers in other libraries identifying potential partnerships and collaborations and/or new directions we should pursue.

Case 32

Associate University Librarian, Organizational Development

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Administrative Services (Budget); Assessment; Library Development; Marketing and Strategic Priorities	3	2		
2012	Administrative Services (Budget); Assessment; Information Literacy & Staff Development; Library Development; Human Resources	2	3		

The position's primary focus is strategic planning. In addition, she oversees budget, HR, assessment, development, and instruction/staff training. The new position was necessary to bring these key organization-wide activities together.

Case 33

Deputy Director

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Three research services departments that comprised 16 libraries, plus two libraries reported directly that had special situations.	31	1	20	
2012	Three research services departments; Two libraries; Administrative Services; Special Collections; Program Coordinator; Preservation Services	39		27	

Special collections, administrative office, and preservation services were moved to the deputy director to allow director more time for fund-raising and because of library reorganization following loss of staff due to a buy-out offer.

Case 34

Director of Communications

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	None			1	
2012	None			1	

Under the general direction of the university librarian, provide strategic leadership in the development and execution of a comprehensive communications and public relations program for the Libraries. Responsible for conceptualizing, planning, and implementing communications strategies and policies to promote and broaden the organization's position and visibility locally, nationally, and internationally. Collaborate and/or direct staff in the development and delivery of activities associated with public relations, marketing, outreach, and internal and external communications.

Case 35

Director of Scholarly Communications

	Reports	Librarians	Other professionals	Support staff	Other staff
2006	Scholarly Communications				.5 intern
2012	Scholarly Communications		1		.5 intern

The Scholarly Communication Officer will coordinate scholarly communication activities for the university by providing leadership and educating the university community about intellectual property issues and their impact on the nature and conduct of scholarly inquiry and instruction. This position reports to the director of academic technology and instructional services. It is a three-year term appointment with the possibility of renewal.

Case 36

Director, Center for Scholarly Communication and Digital Curation

	Reports
2011	Staff of the center are affiliates whose primary job assignments are elsewhere in the organization. The director coordinates the work of affiliates and contributes to their annual evaluations. The model of "affiliates" also allows designating campus faculty or others (IT, general counsel) as being part of the center in a consultative role. Please note that the individual who is the center director is ALSO the head of the digital collections department, in which role she reports to the AUL for LT. The staff of the digital collections department includes three regular librarians, a visiting librarian, two non-librarian exempt staff, several regular non-exempt staff positions, and a continually changing array of student and grant-funded temporary positions.
2012	Same as indicated above (which was only a few months ago), except that one librarian intern position (a one-year term appointment that would go to someone different each year, funded by savings, not a permanent line) has been created, and that position reports to the director of the center.

The creation of the Center for Scholarly Communication and Digital Curation was necessary not only to manage the growing pressure from our user community for support and services, but also to make manifest the leadership role the library is playing and must play in the context of the university as a whole. The center provides a structure for leadership and coordination of scholarly communication and digital creation activities that take place in many units of the library. The director of the center acts as administrative director of the center, coordinates the work of affiliates on specific projects and initiatives, and works closely with library liaisons, specialists, the digital collections department, and

the scholarly communication committee to develop center programs and referral services. Articulates a vision for the development of all aspects of an effective scholarly communications program, including outreach programs and events, internal training and awareness programs for library staff, advising faculty on policy issues including copyright and funder mandates, and promoting relevant open access publishing initiatives. Plays a key leadership role in developing and sustaining services for retention and curation of important digital content from the campus community, including research data, publications, visual and media resources, technical reports, field notes, presentations, and gray literature and other born-digital ephemera of enduring value. Participates in digital publishing, e-science, and digital humanities initiatives and plays a leadership role in development of digital content curation services. Fosters effective relationships with key library and university partners including but not limited to faculty, academic units, information technologists, the university press, and the office of research.

Case 37

Facilities Project Manager

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Support Services			3	
2012	Support Services			9	

In addition to overseeing construction of the new library building, this position took on supervision of the entire department. Previously there was a cumbersome reporting structure within the department. The redesign has all staff reporting to one person.

Case 38

Planning & Assessment Officer

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	None. Position did not exist.				
2012	None. This is an administrative leadership position with no supervisory responsibility.				

Prior to the creation of the position of Planning & Assessment Officer, no one person was responsible for either planning or assessment. Responsibilities were either scattered across the administration and the library or non-existent. This position has the following responsibilities: Analyze and synthesize data to inform university libraries decision-making and to facilitate strategic planning. Facilitate implementation of strategic priorities. Evaluate progress toward strategic priorities. Track national trends. Review library policies. Make connections between libraries and student success. Gather data and user input on library resources and services. Conduct web usability studies. Develop and implement performance measures. Administer LibQUAL+® and collect and report annual statistics to ARL, ACRL, and NCES. Serve as portfolio manager for library projects. Coordinate in-service training.

6. As the responsibilities, scope, and/or focus of their positions change, what are the skills that senior library administrators most need to acquire to manage the 21st century research library? N=42

Ability to assess and implement new and emerging technologies and resources that may be of value for university faculty and students. Ability to manage change and engage staff to move in new directions. Ability to identify new sources of funding/support, e.g., grants or private funds, and to pursue these resources successfully.

Ability to identify trends in librarianship and higher education Ability to let go of traditional approaches to collections and services while holding on to traditional values Ability to see the big picture. Ability to tolerate ambiguity.

Ability to manage a diverse (in its broadest sense) workforce; not only planning strategically but making sure the library supports the institution's core mission. Ability to collaborate across silos, etc. Ability to secure resources. Ability to navigate in an increasingly complex technical environment.

Ability to partner beyond the libraries with other campus leaders. Ability to be campus leaders. Flexible and very agile. Be able to articulate services and initiatives to non-librarians very effectively. Adept at space planning and planning "virtual" spaces. Be scholars and visible in the profession in their own right.

Ability to think beyond the local institution and collaborate regionally and nationally. Knowledge of digital scholarship and new forms of scholarly communication. Flexibility, creativity, willingness to experiment.

Analytical skills. Good judgment. Flexibility. Planning skills. Management skills, generally.

Awareness of national trends in education; scholarly communication, and information access. Vision. Focuses on the big picture; strategic planning skills. The ability to lead teams and to make decisions that shift directions. Skill in developing professionals and employing their talents. Ability and professional credibility to fully engage with campus, and talent for collaborating on and beyond campus, and a commitment to including to including all professionals within the library as equal partners in shaping the future.

Better understanding of the technology and data management. Ability to work with fewer resources and to think more strategically. Ability to collaborate outside of the libraries.

Big picture focus; strategic thinking. Ability to collect and interpret information from multiple sources for decision-making rather than relying on personal expertise. Ability to build internal and external partnerships.

Breadth of understanding of library and higher education issues. Strategic visioning. Ability to engineer partnerships with academic programs and professorial faculty

Builds shared vision for the library. Changes/shapes library culture. Effective communicator. Leads in a shared decision-making environment. Manages/shapes change.

Change management skills. Excellent communication skills. Campus collaboration and engagement. Ability to be nimble and to create nimble departments.

Change management, human relations, technology, leadership.

Change management, perseverance, understanding of trends, and clear strategic agenda.

Comfort with ambiguity and a desire to position flexibility and innovation. A better connection to the wider university. Ability to work in collaborations, locally, regionally, nationally, etc.

Data management skills. Soft skills. Leadership skills. Coaching skills. Project management. Business competencies.

Enterprise-wide focus: the ability to think about the organization as a whole (rather than a designated slice/portfolio). Strategic focus: the ability to focus actions and conversations on preferred futures / transformational change. Flexibility: the ability to turn on a dime, to adapt to new environments... Communication skills: more than just the oral and written skills. Includes the emotional intelligence to understand the implications of words and actions on others. Commitment to ongoing personal development.

Entrepreneurship. Horizoning. Disruption analysis.

Excellent interpersonal/communication skills. Ability to delegate. Flexibility. Excellent organization skills. Keeping abreast of the changing environment for 21st century libraries.

Flexibility, adaptability, vision, creativity, collaboration, resourcefulness.

How to align the library with campus goals and anticipate how we can contribute. Data collection and analysis skills. Leadership/how to maximize human and fiscal resources. Focus on customer.

In addition to the skills senior level administrators have always needed, people who are in these positions now need to be more flexible in their own assignments and able to lead constant change in the work and staffing patterns of the units reporting to them. In the context of need to focus more outside the organization, delegation skills and the ability to develop subordinate managers become increasingly important. The ability to be entrepreneurial and proactive about possible projects with external partners is critical (including relationships with consortial institutions, vendors, and other campus units).

Innovative thinking, ability to collaborate, advocacy for universal access to knowledge and information, flexibility.

Interpersonal and communication skills remain paramount in managing change. A detailed understanding of technology and the analytical ability to understand its application in the development of library resources. Ability to adapt to the changing environment of higher education.

Interpersonal, change management, facilitation, technological.

Leadership. Multitasking. Prioritization. Communication.

Leadership and communication skills, ability to manage large portions of the organization, ability to articulate a vision.

Leadership and management. Decisiveness. Vision, risk taking, expertise in some portion of their portfolio.

Leadership skills. Personnel management skills. Planning skills. Communications skills. Interpersonal skills. Organizational skills. Budget management skills. Ability to work as a team player. Mentoring skills. Flexibility. Innovation skills. Vision.

Leadership, persuasion, multi-tasking, collaboration, knowledge base.

Need to be entrepreneurial. Visionary, strategic, and able to bring others on board. Articulate, outgoing, confident; ethical. Life-long learners. Good at building partnerships. Persuasive. Excellent fund raisers. Innovative. Risk takers without fear of failure. Open-minded. Good judgment, e.g., makes good personnel choices. Able to prioritize and delegate responsibly. It also helps to be nice to other people.

Outcomes assessment, data analysis, strategic budgeting, engagement at university level in development of strategic priorities, political savvy, broad and deep communication skills.

Project management and delegation skills, change leadership skills, budgeting and political savvy. Tolerance for entrepreneurial experimentation with occasional failures if one is not entrepreneurial oneself. Also, senior library administrators now need a certain amount of IT knowledge, in particular a mindset accepting mass or bulk acquisition (and ingest), processing and discovery systems that will scale well for future research libraries.

Real systems knowledge. New methods for collection management and storage.

Recruiting and managing a diverse staff to serve increasingly diverse student and faculty populations. Fundraising and marketing. Managing legacy print collections as well as the preservation of electronic collections. Operating the library as place and virtual use of library materials. Keeping the library relevant to university research and instruction.

Senior library leaders require strengths in: strategic planning; leadership; the ability to build a shared, compelling, and credible vision of the future. The ability to initiate, implement, and support innovation and institutional change, and enhance programs and services. Possess a results orientation. Possess strong communication and interpersonal skills; and be credible.

Significant management experience. Scholarly communications. Demonstrated success managing people, projects and budgets. Demonstrated ability to articulate priorities and values across a diverse constituency. Familiarity with emerging trends and technologies. Grant writing and/or grant management experience.

Strategic planning. Entrepreneurial. Strong management skills. Effective interpersonal and communication skills. Global perspective. Resource management.

Technology. Knowledge of digital curation, scholarly communications proficiency, fundraising, political skills, leadership within the university.

The ability to empower staff to innovate, experiment, and collaborate. Strategic planning and allocating budgets strategically. Managing new younger staff with different attitudes toward work.

Transformational leadership skills. Strategic and entrepreneurial thinking. Ability to adapt to different roles and functions. Assessment and evaluation.

Understanding of digitization, epublishing, and digital stewardship activities. Understanding of open access and scholarly communications. Demonstrated expertise in not only collecting and analyzing qualitative and quantitative date, but in applying the findings to improve and direct services. Demonstrated expertise in strategic planning and strategic management (i.e., aligning budget allocations and redesigning workflows) to support new and growing areas while reducing activities in others. Understanding changes in higher education, not just changes in the library. Understanding changes in learning and teaching, not just information literacy. Understanding changes in research methodology, not just research collections. Being a visionary. Knowing labour contexts well so changes can be properly managed.

Understanding of evolving technology and the ability to use it creatively, and understand how our users are using it, whether directly or through others. Leadership skills, communication skills, entrepreneurial skills, an understanding of assessment, and a very high level of people skills.

7. How do senior library administrators acquire these 21st century skills? Check all that apply. N=45

Professional institutes (RLLF, Harvard, Frye, etc.)	44	98%
Reading the professional literature	42	93%
Professional conferences	41	91%
Professional networking	41	91%
Other method	31	69%

Please describe other method.

Advanced degrees.

All of the above, plus professional coaching.

Connecting with campus and national leaders outside the profession.

Consistent engagement with campus and higher education initiatives.

Experience.

Experience and increasing responsibility over time; and mentoring and observation.

Formal courses when applicable.

Graduate coursework in business, higher education administration, technology management.

In-house training and development opportunities. Attending leadership conferences. Enrollment in a managerial/leadership program.

In-house training and development programs.

Institutional committee membership, training.

Leadership training within the institution.

Learning from campus leadership opportunities and from other campus leaders beyond the library.

Meetings with other library administrators twice per month to learn from one another.

Mentoring. On-the-job experiences.

Mentoring relationships.

Mentoring with other senior administrators. Reading higher educational literature.

Observation of experienced successful colleagues in action.

On the job.

One-on-one training, and all too often, learning on the job.

Participate in non-library conferences and networking.

Performance evaluations. Feedback. Modeling. Learning on the job.

Practice.

Reading higher education materials.

Regular personal reflection.

Take advantage of opportunities at your institution; stay in tune with your home institution.

The "school of hard knocks" that we get in day-to-day experience. Willingness to take on and pursue assignments or projects that will stretch one. Targeted professional development leaves. Engaging in the intellectual rigor of scholarly writing and presentation. Broad reading beyond the professional literature to include the literature of higher education and of leadership itself. Keen observation of other leaders (both good and bad). Self-awareness (of both thought and behavior). Asking for and actively seeking to profit from feedback (from superiors, peers, and subordinates).

Through direct experience, and through modeling and mentoring by other administrators and leaders at the institution and in local consortia and the statewide professional community.

University courses, advanced degrees.

Working with systems designers and vendors to better learn technology architecture and functionality and design.

Workshops. Mentoring.

QUALITIES AND ATTRIBUTES OF SENIOR LIBRARY ADMINISTRATORS

8. Below is a list (adapted from one developed by Hernon, Powell, and Young, 2001) of qualities and attributes that senior library administrators may need to perform effectively in their positions and that may not be captured in a position description. Please indicate which of these qualities and attributes would be desirable for those who manage your 21st century research library. Check all that apply. N=44

Changes/shapes library culture	43	98%
Functions in a political environment	42	96%
Makes tough decisions	42	96%
Collaborative	41	93%
Delegates Authority	41	93%
Develops campus visibility for the library	41	93%
Effective Communicator	41	93%
Leads and participates in consortia and cooperative endeavors	41	93%
Manages/shapes change	41	93%
Nurtures the development of new programs and services/refines existing ones as needed	41	93%
Builds a shared vision for the library	40	91%
Develops and fosters partnerships	40	91%
Manages fiscal resources/budgets	40	91%

Mission focused	40	91%
Promotes professional growth in staff	40	91%
Implements and evaluates planned actions	39	89%
Leads in a shared decision-making environment	39	89%
Networks effectively	39	89%
Results oriented	39	89%
Thinks "outside the box"	39	89%
Brings issues of broad importance to the university community	38	86%
Committed to service	38	86%
Facilitates a productive work environment	38	86%
Resolves conflict	38	86%
Advocates for librarians' role in higher education	37	84%
Builds consensus	37	84%
Committed to staff diversity	37	84%
Engages in fund-raising and donor relations	37	84%
Entrepreneurial	37	84%
Facilitates the group process	36	82%
Develops various sources of funds	34	77%
Other quality or attribute	13	30%

Please specify other quality or attribute.

Ability to facilitate change.

Ability to think strategically.

Able to lead and support a technology-rich research environment.

All of the above are important in different proportions and at different times.

Bravery, comfort with conflict, energy, strong sense of right and wrong.

Builds trust. Technologically literate. Flexible.

Innovation skills.

Interprets trends and the changing operational environment.

It was impossible not to select all of these!

Making decisions based on data.

Promotes civility and collegiality.

Sets high performance and "campus focused" expectations and holds individuals and teams accountable.

Visionary.

9.   If a vacancy occurred in a senior administrative position, do you anticipate that it would be redesigned before a search began? N=42

Yes	33	79%
No	9	21%

If yes, in what way would the position be redesigned? N=33

A reevaluation of departmental reporting lines to that position, recognizing shifting lines of departments reflecting the changing nature of the work.

Any position would be evaluated if not redesigned. Changes in service delivery (virtual reference, intensified research consultations, embedded librarians, librarians who are part of clinical hospital teams) are gaining importance within the scope of what a library does. Administrative positions may be directing more external/outreach functions rather than being dedicated to improving internal efficiencies.

As a matter of course, we review every vacancy we have to make sure that the way our work is organized reflects whatever current or envisioned reality we see. So, yes we would look carefully at one of these senior administrative positions to make sure that it promised the best return as described or change it so that it did.

Assess the greatest needs in terms of the priorities identified in our strategic plan and consider the position from that perspective.

Can't comment at this time, not public information.

Certain positions would be redesigned to emphasize evolving information needs and modalities such as emerging technologies and impact on access to information and learning.

Depends on the position but would involve consultation with faculty and duties would be linked to needs anticipated over the next five years.

Every position that is filled in the libraries is reviewed to ensure that its responsibilities are aligned with our very new strategic plan.

Every time we have a vacancy, we determine our needs and make adjustments to positions as necessary. There is rarely an opportunity that passes where a position is not changed in some way.

Examine current needs of the organization and redesign position to include those needs where possible.

In the context of existing positions and of new or unmet needs.

It is very difficult to predict. Typically it involves balancing the workload among administrators.

It would be reviewed as a matter of process to determine if changes were appropriate. Changes could, but would not necessarily, include department/staff reporting and functional oversight.

"Redesigned" might be too formal a word. The responsibilities would certainly be closely examined and perhaps reconsidered and redistributed.

Position would be reconsidered in light of current needs; redesign may result.

Research and Digital Scholarship would be added to Collections. Teaching/Learning/Academic might be added to the Associate University Librarian for Information Services.

Responsibilities may be redesigned in accordance with our strategic objective.

Review for potential elimination or selective reassignment of duties.

Skills, workload, and ambitions of other senior administrators and capabilities of rising stars would probably be considered and taken into account before beginning a search.

The position would be reviewed and redesigned as necessary to align closely with the university's new strategic vision, foundational commitments and academic priorities.

The redesign would depend upon the position vacated and the library needs at the time.

There is a chance that there would be some reorganization that could result in changes in any of the senior administrative positions.

To be more clearly aligned with campus goals and to focused on strategic thinking/planning.

To be responsive to budget reductions and new information-seeking, teaching, and learning modalities.

Uncertain but we always consider changes in a position when it comes open.

Unsure; depends on the position.

Vacancy in senior administrative position would lead to redesign. What would happen would depend on what vacancy it was.

Virtually any position would be carefully re-examined to ensure it had the greatest impact on the library and conduced to effective patterns of workflow and service. Depending which senior administrative position became vacant, there might be a reconsideration of which of the remaining administrators had what interests, strengths, and experience in order to rejigger some areas of responsibility. This may depend heavily on how strong the middle managers (department heads) are in the various functional areas.

We expect to examine our organizational structure carefully with two vacancies announced within the next eight months and anticipating retirement of two others within the next three years. We will likely shift responsibilities of all six senior administrators within that time frame. That being said, see "additional comments" below for further clarification on the timing of such changes.

We review all positions on vacancy. The changes would be determined by the actual position being vacated. We routinely shift portfolios of senior administrative team on the event of a vacancy.

We would look for organizational changes that needed to be made to bring units closer together in alignment. We have recently merged with our health sciences library, so there may be additional reorganization to bring like business units together to find additional efficiencies.

We would reconsider the need for the position, and whether organizational structure changes and reporting relationships would be desirable.

Well, all positions need to be redesigned - constantly.

Other comments N=9

It is likely, but not a certainty. Each vacancy is evaluated prior to reposting to determine if a different organizational structure makes more sense.

It really depends on the position, but most of the senior management positions are functioning at capacity at the moment.

Not at this stage. New leaders have just been on board for one year. But once we are further out from this reorganization the answer would likely be "yes."

SIL just went through a redesign and probably would continue with the results as it relates to senior level positions.

The answer to this question is "maybe." It would depend on the position that is vacated.

Traditional functions such as collection development and technical services are particularly prone to changing skill sets.

We have worked hard over recent years to achieve a high functioning administrative structure.

We will be posting one of these positions in the next few months. It won't be redesigned but we will indicate some things about being flexible for the future.

We would review the position to ensure that we were able to most effectively utilize it in the future.

10. Do you anticipate redesigning or creating any new senior administrative position in the near future (1 to 3 years)? N=42

Yes	19	45%
No	23	55%

If yes, what would be that position's primary area(s) of responsibility? N=19

Associate Dean, Public Services.

At present the Assistant University Librarian for Organizational Development and Planning is vacant. An incoming dean of libraries (recruitment for dean expected to occur in 2012) would likely reconfigure that AUL position to include an emphasis on assessment and statistics.

Can't comment publicly.

Collection development, facilities.

Collections and technical services.

Depends on the opening that might occur.

Development / fundraising is an area of need but for which we need additional campus support.

Four of our six top administrators will be retiring soon; massive reorganization is anticipated.

Higher level strategic planning, assessment, and financial analysis.

New director of libraries as I retire.

Not known at this time, because it would depend on which positions became vacant.

Not sure—it is too early to know.

Organizational Development.

Public services, special collections, liaison/outreach, scholarly communication, possibly collection development. MANY changes are coming within one to three years. See the "additional comments" below.

Strategic planning, assessment, staff engagement.

User services.

We are actively planning for such an opportunity. The primary areas of responsibility would be planning, assessment, and statistics. The creation of such a position would require the redistribution of some other responsibilities among other senior or middle management level staff.

We are planning major reorganization.

Will be determined by the new library director coming in July.

11. If there was a vacancy or a new senior administrative position was created in your library, where would you expect a successful hire to come from? Check all that apply. N=43

Within another research library	39	91%
Within our organization	29	67%
Within another type of library	12	28%
Outside the library profession	8	19%
Other, please explain	6	14%

Any type of library background,

Director: external. Associate University Librarian: practice is hiring internally.

I believe that we may fill a number of high-level positions from multiple venues.

It depends on the position.

This depends very much on the type of position.

This is difficult to answer, as it would depend on the type of position we were advertising for. If our Director, Financial & Physical Resources position became vacant we would recruit someone with a finance/accounting background, not librarianship.

Please enter any additional comments about future changes to senior administrative positions. N=10

An Executive Officer needs to have at least a Certified Management Accountant qualification.

I am stepping down effective September 1, 2012. One of the current AULs is stepping down effective January 1, 2013. Two more of the AULs will retire by September 1, 2015, at the latest. Because of this last fact, we have determined to advertise the current AUL position as it exists. Doing so will provide a measure of stability until the new university librarian is on board and has a hand in selecting this first AUL replacement; including indicating to the finalists that the focus and scope of the position could change in the future. The subsequent two retirements will provide an excellent opportunity to rethink the library's structure and administrative organization.

I think the level just below is the one more in flux at the moment, with new skills needed by managers and other professionals to deal with new roles such as data curation, creating new digital tools, social media, etc.

It is unlikely we would change in the next 1–3 years because with the transition to a new dean in 2011/2012 we have realigned our senior administration and our organization in recent months. Until new influences come into play, such as our retirements or the impact of trends on our strategies and use of resources, we would not expect changes to occur that would disrupt the new continuity in our organization.

Ongoing emphasis on developing the research library of the 21st century will have an impact on these positions

The dean would like to also create a position focused on high-level leadership of space planning (including collections shifts, strategic changes in service, and high-level facilities management). Whether or not that position reports directly to her, the realization of that vision will likely be created by re-purposing a vacancy at a middle management or even at a non-managerial level.

The redesign of the Libraries is now pretty much complete.

There will be fewer senior administrative positions (at the associate director/dean level) as budgets become tighter and more focus on "user facing" librarians and other professionals.

University pressure to continue to eliminate positions and downsize, even to eliminate senior administrative positions.

We have just completed a strategic planning process and are in the process of determining the impact on our organizational structure and specific positions. Until this process is completed, it is difficult to respond in any detail about how positions might change. Some of the principles that will guide any future reorganization are greater alignment of positions with the strategic plan, operational efficiency, better communication throughout the organization; and reducing the number of direct reports to the dean.

ADDITIONAL COMMENTS

12. Please enter any additional information that may assist the authors' understanding of senior administrative positions at your library. N=15

A key issue is managing the time of the dean; it is difficult if there are too many direct reports, since those can include not only the AULs, but also categories like development officer, public relations, and even occasionally office

administrative staff (though we have successfully moved that away from the dean's direct oversight). At the same time the dean does not like too many intervening layers through the organization since it creates genuine communication problems and a sense of lack of connectedness. Currently, she is leaning towards more department-level units, reporting to the same number of AULs (4), even though we probably could justify –as we planned for a while and then retracted – going to 5. It is critical for the AULs to be able to work together as a team and to understand, at a good level of detail, the workings of all of the divisions and not just their own. Too often one needs to temporarily reassign because of unexpected vacancies or new projects, and if top-level managers are too siloed, we are very hampered.

Although there have been no major changes since 2007, adjustments have been ongoing. Our organizational chart has been consistently fluid and representative of our changing environment and user needs.

It's been necessary for some time to have a senior administrator other than the library director to oversee the day-to-day workings of the library.

Our libraries have been in a major state of transition during the period surveyed. We have had three deans during this time, one of whom was an interim. In December 2007, we had a major reorganization that impacted senior administration and department heads as well as most of our staff. Between 2008 and 2011, we have seen our dean resign to take another position and retirement of two associate deans. We had an interim dean in 2010/2011 who retired following the appointment of the new dean. Obviously the transition at the top of our organization has greatly influenced reporting relationships and we have had four different organizational structures since 2007. So as it influences the completion of this survey, we may not be a typical example.

Our libraries reorganized away from the traditional branch library model in the late 1990s and brought all research and instruction librarians under one umbrella AUL. Therefore, significant reorganization had already been achieved by 2007.

The consultants we used for our libraries' review recommended a few options for reorganization, including one with a 2nd AUL focusing on public services. However, for budgetary reasons we have not created the position, and therefore proceeded with a different option for reorganization.

The current configuration of senior administrative positions reporting directly to the vice provost is made up of three kinds of appointments: 1. Associate Vice Provosts (research support, collections, learning) and Directors (centre for scholarly communication, administration) are held by academic staff with administrative appointments, renewable following a review every three years; 2. Program Director and Technology Officer, Taylor Family Digital Library are held by academic staff, seconded to these positions throughout the planning and implementation phases of the TFDL; 3. Director, Communications and Development is held by a member of the management and professional staff. Promotion and tenure requirements for senior administrative positions: Please note: 1. senior administrative positions do not have separate promotion and tenure requirements; 2. our current faculty guidelines have not yet been approved by the university provost; the edition provided as part of the accompanying documentation does not reflect changes in organizational name and position titles

The dean of libraries is also VP for IT, so academic computing is now a unit within the libraries.

The libraries' senior administrative team works collaboratively across all programmatic areas to identify opportunities and challenges and to develop strategic solutions and directions. Special attention is devoted to recruiting and retaining a highly talented staff.

The members of the executive group (AUL IT, AUL Collections and User Services, Director of Administrative Services, Director of Development, and Director of Instructional Technology and Academic Services) meet twice weekly with the university librarian as a group to discuss issues of strategic and operational importance. The group reviews and contributes to the development of the annual budget. The appointments are not subject to the Librarian Continuing Appointment and Promotion standards used for librarians in non-senior administration positions in the libraries.

The senior administrators here and at other places have the most demanding and challenging positions in research libraries; more so than deans and directors.

The three senior AUL positions are designed to mirror the organization of the office of the provost, providing efficiency in communication and coordination in planning.

RESPONDING INSTITUTIONS

University of Alberta

University of Arizona

Boston University

Brigham Young University

University of Calgary

University of California, Irvine

University of California, San Diego

University of Chicago

University of Colorado at Boulder

Colorado State University

University of Connecticut

Dartmouth College

Duke University

University of Florida

Georgia Institute of Technology

University of Illinois at Chicago

University of Iowa

Johns Hopkins University

Kent State University

University of Louisville

McMaster University

University of Manitoba

University of Massachusetts, Amherst

University of Nebraska–Lincoln

University of New Mexico

University of North Carolina at Chapel Hill

North Carolina State University

Northwestern University

University of Notre Dame

Ohio University

Ohio State University

Oklahoma State University

Pennsylvania State University

Purdue University

University of Rochester

Rutgers University

University of Saskatchewan

Southern Illinois University Carbondale

University at Albany, SUNY

Syracuse University

Temple University

University of Tennessee

Washington State University

Washington University in St. Louis

York University

Smithsonian Institution