Can Librarians Wear Plaid? Early Insights into Forming a Matrix Organization

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In 2016-2017, most public services units in UCLA Library were merged into a new reporting structure under a single Associate University Librarian for User Engagement. With the release of a library-wide strategic plan for 2016-2019 that highlighted the need for further focus in functional areas of the library, these public service units were faced with the question of how to reorganize to achieve the goals of our strategic plan while maintaining the ability to serve our unique clienteles. A matrix approach, crossing functional areas and subject based divisions, was implemented in July 2017. This poster will address the reorganization process, the new structure, early insights into successes and challenges, and future directions of the newly formed User Engagement group. Our aspirations for the matrix organization include increasing efficiency and cross-division collaboration as well as expanding opportunities for leadership and professional advancement. We further hope the matrix organization will help increase organizational transparency, encourage exploration of new ideas, and foster responsive, team-based approaches to librarianship in a changing academic environment. Early assessment efforts are planned to evaluate the extent to which the new organizational structure promotes staff empowerment, risk-taking, creativity, and collaboration.











Early insights into forming a matrix organization

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User Engagement (UE) Matrix Organization

2015

Library Strategic Planning

UE Staff Feedback Survey

Creating effective communication channels between UE and the library as a whole

Current Challenges

Balancing new responsibilities with existing workloads

begins

8/16

reorganization

Cabinet creates new **AUL for User** Engagement

5/16

Matrix

91/6

Early Successes

- More voices and perspectives are being heard
- Team members are empowered to spearhead projects in functional teams
 - Cross-training workshops, open opportunities (UE Open Mic, UE teams are hosting more sharing and collaboration calls for participation and feedback)

Aspirations & Next Steps

- Identify priorities for Functional Teams and Divisions
- Plan for Functional Team turnover for leadership and members
- leadership to develop a proactive, innovative suite of library services Leverage UE staff strengths and and programs
- policies and procedures across UE Develop consistent and efficient

Council

8/17

We are working on ways to connect UE with partners in Divisions support subject areas. Division Directors supervise staff. other library units. 167.845. Salated I letter Strong letter Stro Alegines of \$ 43, kes say Oir. Isaccone Stana sto Collections AUL Research Assiste Research Partnerships The UE org-chart is tilted to show balance between functions and subjects. Unified detes Services of both a division and a UE staff are members July Bay I. ... functional team collaborate on crossdivision projects and Functional Teams to be functional public services reorganization team members Directors hired. Leads Selected teams pitched. UE Staff apply Discussion of Organization **UE Launches!** structure and Functional & Approaches -unctional Leadership functional First UEor leads. Division Subject Meeting

6/17

7/17

strategic mplementation

Conclusion of 1st year of planning