Under New Leadership: Running a Library Without a Dean or Director

Rocco V. Cremonese - Slippery Rock University
Business and English Librarian
rocco.cremonese@sru.edu - 724.738.2657
Persistent Link to this Presentation:
https://tinyurl.com/ybatrlxy
About SRU’s Library:

- Serves - 8665 Students and 459 Faculty as of AY 2017–2018
- Employs - 8 Library Faculty 12 Library Staff ~85 Student Workers

- Renovated throughout 2013-2018
- Home to many “non-library” departments:
  - Career Education & Development
  - Academic Services
  - The Math Emporium
  - The Tutoring Center
  - The Writing Center
  - The Center for Teaching and Learning
  - The Office for Community-Engaged Learning
A Timeline of Events @ Bailey Library

Part 1 - In The Beginning...

- 1973 - Fall 2014 - Lib. Director
  - Reports to Provost
  - Oversees Library Faculty and Staff (Library Faculty Supervise Staff in their Units)
  - Represents Library at all Administrative Functions (Keystone Library Network Director Meetings, etc.)
  - Director retires and recommends University NOT fill his position
Part 2 - The Dark Ages

- Fall 2014 - Interim Director
  - Associate Provost for Academic Planning, Resource Management, and Assessment
  - No Library Experience
  - Fantastic* Financial Bottom Line Type of Leader
  - “The Library doesn’t bring money into the University the way an Academic Department Does”
  - Library Faculty Chair handled “nuts and bolts”
A Timeline of Events @ Bailey Library

Part 3 - Slightly Brighter Ages

- Early 2015 - Early 2016 Administrative Restructure
  - (Interim) Associate Provost of Transformational Experiences
  - Pro: Better Understanding of the Library’s Value
  - Pro: Former Academic Faculty Member
  - Con: No Administrative or Library Experience
  - Con: Divided Attention
  - Con: Chair continued w/ “Nuts and Bolts”
A Timeline of Events @ Bailey Library

Part 4 - The New Normal

2016 - Present
- Adopted a variation of the “Millersville” Model
- Interim Tag Removed from AP of TE
- Library Manager hired from within to oversee building and Library Staff
- Library Faculty transitioning away from staff supervision
- Chair no longer responsible for “nuts and bolts”
Strengths and Weaknesses of Our Arrangement

- **Proximity to Power**
  - AP is one step from Provost
- **Good Working Relationships**
  Between AP, Manager, Chair/Faculty
- **Outside Perspective** (This can also be viewed as a weakness)
- **Saving money somewhere?**

- **AP not Active at State Level**
- **Long Period of Library Faculty Ruling by Committee**
- **AP and Manager outnumber Library Faculty Chair**
- **Library’s position in Transformational Experiences**
  still an awkward marriage
- **AP has a TON of non-library things to do**
Perspectives from an Associate Provost

- Library Acronyms
  - KLN, SSHELCO, PALCI - Are you lost yet?
- Learned how libraries really are “Separate from the University”
- Learned much more about The State System*
- Budgeting Growth and Experiences

Takeaways:
- Before the transition, try to identify things that are obvious to library folk.
- Strive to communicate to university leadership the ins-and-outs of a position - is there a clear, updated description?
Perspectives from a Library Manager

- Being promoted from within holds strengths, but also weaknesses
- Clearly define lines of responsibility
- Open Communication throughout the transition is vital
- Even if you use “someone else’s” model it still needs to be adapted to fit your library

Takeaways:

- Growing into a position is a great idea but a clear description is vital
- Try to communicate to all levels of the library when leaders change
- There is NO “one size fits all”
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