

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

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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

A Timeline of Events @ Bailey Library

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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