Sustainable Growth with Sustainable Resources

Using change management, participative consultation, and grassroots planning for a new future

Charlene Sorensen
Rachel Sarjeant-Jenkins
University of Saskatchewan, Canada
Academic institutions are operating in a time of significant change while facing greater scrutiny and budgetary challenges.
Locally we are moving toward Responsibility Centre Management (RCM), increasing the need to overtly demonstrate the value of the library.
These factors require our librarians to undertake new responsibilities, learn new skills, and engage with learners and researchers in new ways.
We chose to meet this challenge using a multi-part approach:
• Regular participative consultation
• Change management methodology
• Grassroots-based planning process
Participative consultations, structured in a workshop format, fully involved librarians in shaping and implementing the change.
Even the smallest change can be difficult to implement if people are comfortable with the status quo. Change management built an awareness of the need for change and excitement about moving forward.
We turned our planning process completely around to ensure broad engagement, employee ownership in the plan’s outcomes, and responsibility for the plan’s actions.
We are in the beginning stages of assessing the viability of our approach, but thus far results have been positive.
The library’s strategic plan, built upon the thematic plans, led to revised librarian roles – driven by the librarians themselves.
By engaging librarians in shaping the change, it has become *their* change and they now have a stake in ensuring its success.
There is now deeper understanding across the library about why the strategic actions are what they are.
Change is difficult and often met with resistance. Consultation, planning, and the use of change management help employees remain enthusiastic, positive, and willing to adapt as libraries and their priorities evolve.
Thank you

All images from the Courtney Milne fonds of the University of Saskatchewan Library
library.usask.ca/courtneymilne

1 – Dawn mist in grove of trees 218-326
2 – First frost at Wanuskewin 512-236c
3 – House silhouetted in front of storm clouds 269-270
4 – Buffalo in snowstorm – close-up of adult 010-257
5 – Spring greenery 258-352
6 – Butterfly in purple flowers 033-089
7 – Rare jumped-up-green plant on active sand dune 031-372
8 – Close-up of morning dew on grasses 027-104.1.sm
9 – Celebration 019-228s
10 – Penstemons and dancing discs 087-162
11 – Golden field, blue sky – near Saskatoon 257-560
12 – Golden hills at sunset 091-509
13 – Tree bark peeling like fire 258-431
14 – Fir tree – camera motion 217-104

Academic Librarian 4
June 2, 2016