Memorial University Libraries: Reimage Strategic Plan
Organizational Review Project Charter

**Project Sponsor & Authority**

- University Librarian

**Project Leads**

- Crystal Rose (Grenfell Campus)
- Heather Stamp Nunes

**Project Team**

- Aspi Balsara (QEII)
- Sherry Squire-Grace (HSL)
- Marguerite Wade (QEII)
- Deidre Walsh (QEII)
- Patrick Warner (QEII)

**Project Overview/Summary Statement**

The need for a long term broad organizational review within the library system due to vacancies at the senior level and MUN Libraries strategic plan feedback creates an opportunity and good timing to reimagine traditional structure.

This project is reflected in the Reimagine Strategic plan’s goal: develop an effective organizational structure to best meet our strategic priorities and the strategic priorities of the university.

This project will identify and develop structure recommendations focused on making MUN Libraries more agile to the changing academic environment and assess if we are doing the best we can do in the most efficient way.

**Project Objectives**

- Provide the UL with a minimum of three recommendations for restructuring the organization – mid Nov 2019
  - Project charter completion (June 2019)
  - Project launch:
    - In-person – July 17, 2019
    - Virtual – July 2019
  - Development of communications plan(summer 2019 + ongoing)
  - Environment scan (June 2019 + ongoing as needed)
    - Review current MUN Libraries organizational structure – comparisons with others
    - Literature review (June 2019)
• Org structure of other academic libraries
• Other libraries who have conducted organizational reviews
• Organizational design/structure – macro
• Investigating/exploring funding/union implications
  - Memorial strategic plan(s)
    - Establishment of team database (Alfresco) (June 2019)
    - Consultation Framework Development (June/July 2019)
      - Strategic plan feedback review
      - Question development
      - Development of consultation mechanisms (blended) (focus groups, 1:1 interviews, survey, drop box, general offerings, branch specific)
      - Identification of internal stakeholder consultations (UL, AUL, etc)
      - Scheduling of consultation sessions
    - Consultation Execution (July 24, 2019 – end of September 2019)
    - Report Writing (mid-October – mid-Nov 2019)
      - Team writing retreat (2 days – Fall 2019)
    - Recommendation (mid November 2019)
      - Implications of each recommendation (barriers, opportunities, strengths, weaknesses, risks, etc)
      - Follow up activity required for each stage – next steps

Key Stakeholders

• Internal employees of Memorial University Libraries
• Senior Memorial administrators (decision making in conjunction with UL)

Scope

• As per project objectives
• Recommendation development
• Consultation development and execution
• Consultations with internal library employees

Out of Scope

• Implementation of recommendations
• External stakeholder consultations

Risks

• Resistance to change
• Fear of job loss/change/downsizing

Risk Mitigation

• Curating a safe, confidential consultation process
• Regular communications (UL, AUL, Div Heads, Supervisors, Org Review team)
• Transparency
• Confidential coaching supports for all library employees
Timelines

- See project objectives

Report and Communication

- Communication plan with support from MUN Libraries communications coordinator
- UL monthly check in - status updates

Resourcing and Roles

- Financial (Grenfell-SJ travel)
- Branding/Communication materials (less than 1K)
- Nvivo administrative support
- Consultation coordination administrative support (scheduling, room bookings, calendar invites, blue jeans, material ordering, etc)
- Team writing retreat (2 days)