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10-18-2019

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Recommended Citation

Johns, Erica; Hines, Tobi and Shea, Ashley "A Team Based Service Model: Mann Library, Cornell University" (2019). Upstate New York Science Librarians Conference.

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A Team-Based Service Model: Mann Library, Cornell University

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Abstract

In a time of transition, Mann Library found itself with 7 orphaned liaison departments on the heels of multiple discussions amongst the Mann liaison team about scaling services to accommodate liaison success and increasing patron demand. We learned that some liaisons would prefer to focus on research and some would prefer to focus on instruction, while many felt that outreach had become burdensome or a neglected part of their job responsibilities. The department heads began to think through other models that could support librarians, allow for more focus, and enable more consistency and standardization of our services. What was born of these though exercises is the team-based approach that we began piloting in August 2019.

By separating into teams of instruction or research support and removing outreach from individual librarian responsibilities, Mann librarians have been able to prioritize their functional areas of expertise that were increasing in demand and provide more time for innovative projects. We will begin assessment for the model in spring of 2020 but are also taking an iterative approach and course correcting as necessary as we implement these changes.

Established Challenges

- Non-standardized instruction and outreach
- New functional areas of expertise that require more staff time
- Different department needs led to imbalanced workload amongst liaisons
- Too many departments for our current staffing levels
- Tailored services (e.g. instruction sessions) have led to inefficient use of staff time since each customization requires significant upfront time investment

Liaison Discussions

What do you want to be doing but don't have the capacity for?

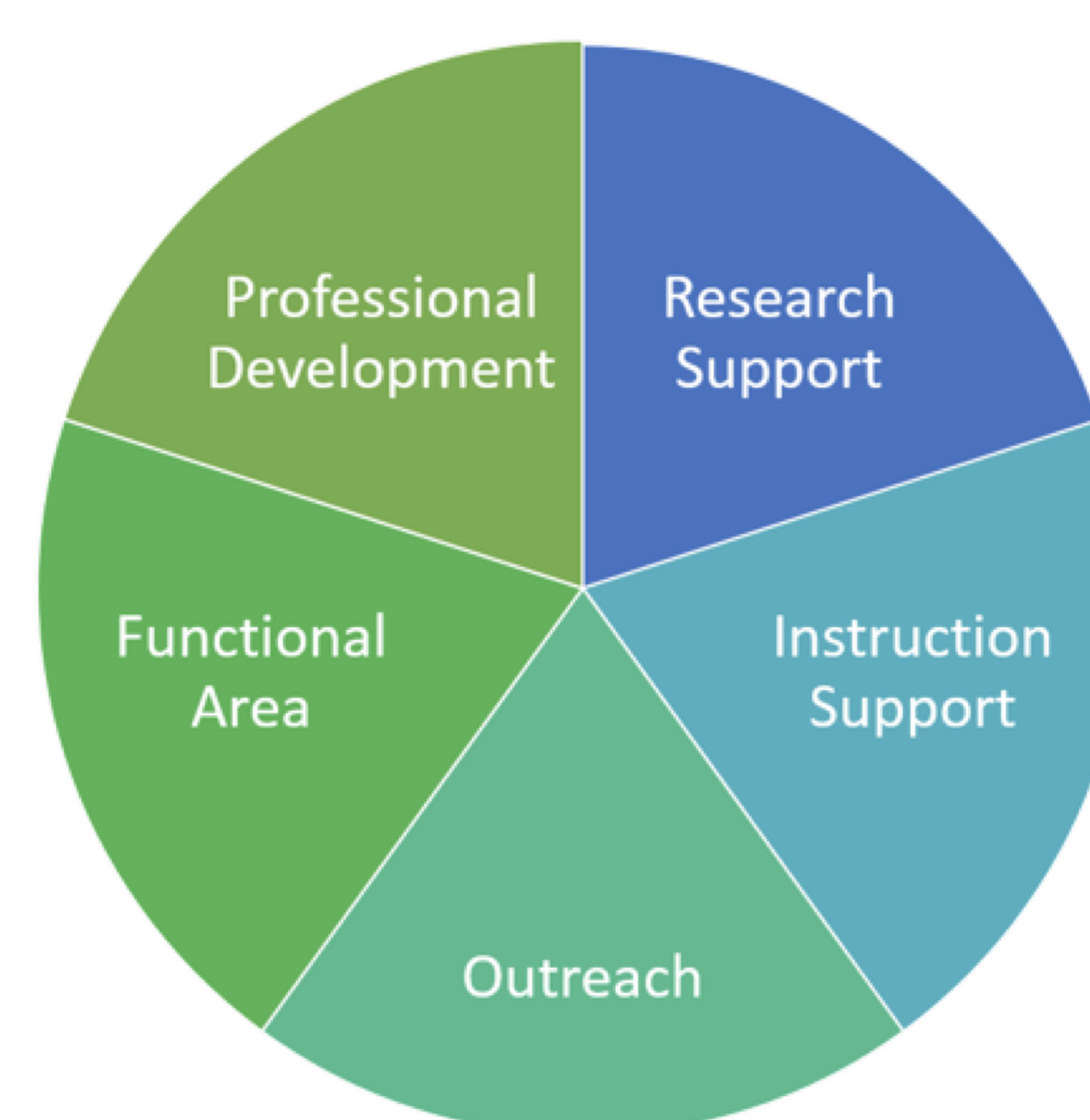
- "Scaffolded instruction for undergrads"
- "A credit bearing course required of all CALS undergrads"

What we are over capacity on

- "Multiple liaison departments"
- "1,000/2,000 level instruction"
- "Undergraduate instruction that doesn't need my level of expertise"
- "Event Planning/logistics/advertising/outreach"

From past discussions we've learned...

Liaison Model 2012-2018

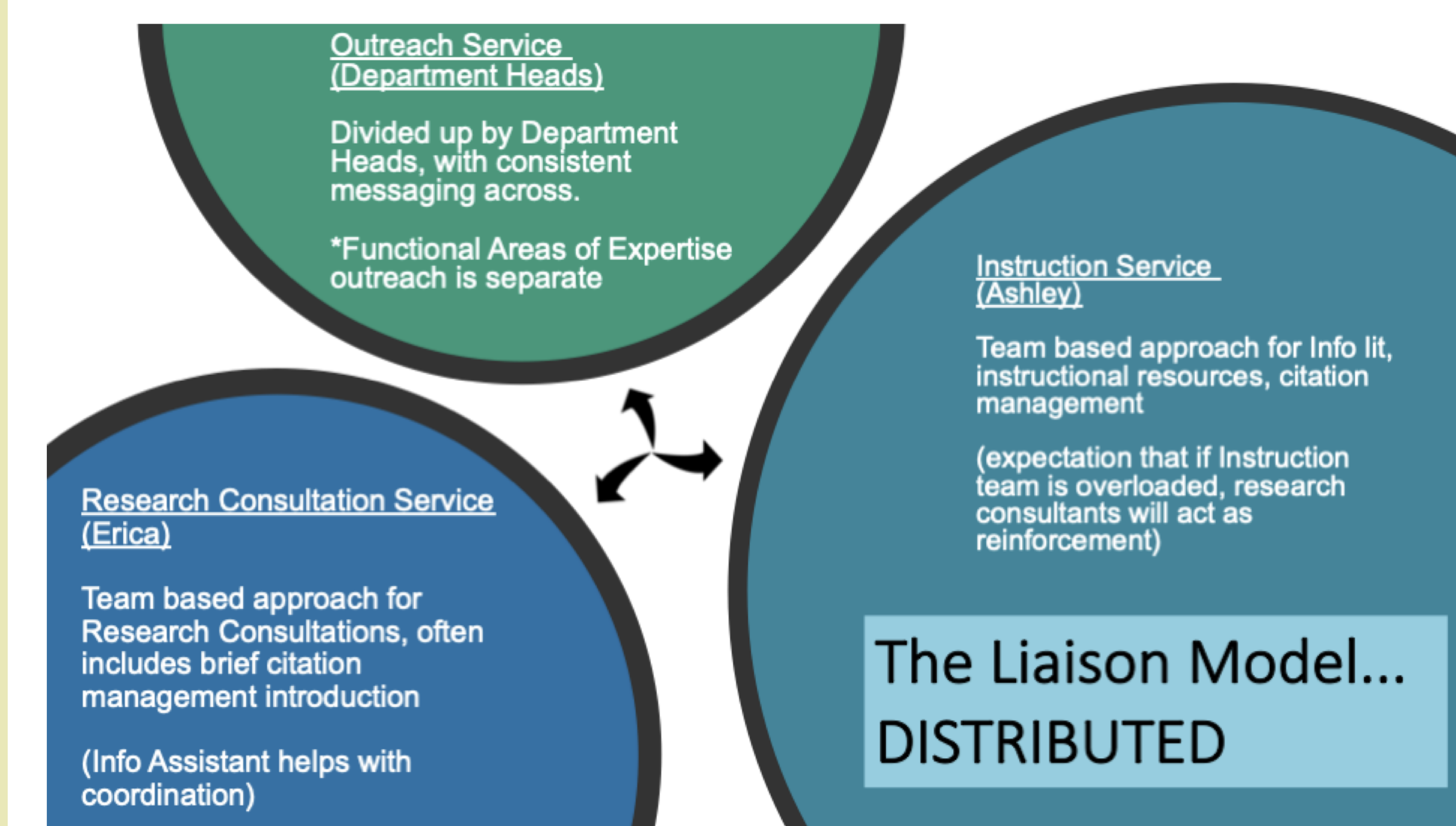


Research Support & Instruction Comparison

YEAR	Liaison Research Consultation (hours total)	Non-Liaison Research Consultation by Liaisons (hours total)	Total Research Consultations by Liaisons (hours total)	Liaison Instruction (hours total)	Non-Liaison Instruction by Liaisons (hours total)	Total Instruction by Liaisons (hours total)
2015	277.50	181.63	458.63	171.08	94	265.08
2016	349.33	160.42	509.75	194.42	29.08	223.50
2017	428.58	374.27	802.85	258	157.67	415.67
2018	449.75	383.67	833.42	190.50	365	555.50

HOURS TOTAL = PREP + CLASS TIME + FOLLOW-UP

Team-Based Service Model 2019



Models Reviewed

UT Austin Engagement Teams			University of Guelph Functional Teams				University of California, Riverside		
Arts, Humanities, Global Studies	STEM and Social Sciences	Teaching and Learning	Instruction & Curriculum Support	Info. Discovery & access	Scholarly Comm.	Collection dev.	Research Services	Teaching and Learning	Collection Strategies

Implementation Plan

