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RENAISSANCE TIMES

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GLS NEWS

Administration Office Update

New ASU Desk Supervisor in the Administration Office

by **Emma Mosby**

Administration

Please join me in welcoming Rachael Green as the new ASU Desk Supervisor in the Administration Office. Rachael began working here in early November.

Rachael is a 2003 graduate of GW with a degree in Religion. While attending classes, Rachael worked here at Gelman in GLIS as a Student Assistant and also in Reference as a Help Desk Assistant. She comes highly recommended.

Please stop by the Administration Office and say hello.



Taiwan Resource Center Update

New Taiwan Resource Center Librarian

by **Cathy Zeljak**

SEEARR

It is my pleasure to announce that Mary Ann Collins Li will soon join us on Monday, November 29, as the new Taiwan Resource Center (TRC) librarian. Mary Ann's appointment is a half-time, three-year limited term appointment made possible by funding from the Taiwanese government.

As the TRC librarian, Mary Ann is responsible for selecting and acquiring materials in Chinese, English and other relevant languages published in Taiwan and associate areas dealing with contemporary Taiwanese culture, history, politics, society and economics. Mary Ann will also provide reference assistance to patrons of the TRC and Slavic, East European and Asian Reading Room.

Mary Ann has a B.A. in Library Science from Tamkang University in Taipei, Taiwan, and is a graduate of the University of Wisconsin-Milwaukee, School of Library and Information Science. In addition to working at the University of Pennsylvania's Van Pelt Library - Chinese Collection as a

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cataloger, Mary Ann worked as a librarian for over eight years at the Tzu Chi University in Taiwan, for one year at the National Taiwan Normal University Library and almost two years at the Legislative Yuan Library in Taipei.

Mary Ann's office is in Suite 707, Room E. Please stop by to say hello and welcome her to Gelman.

SERVICE AWARDS

GLS Staff Service Awards

by **Emma Mosby**
Administration

The following GLS Staff received their Service Awards on November 30, 2004. Congratulations to all!

5 Years

Glenn Canner
Maribel Francia
David Killian
Melody Molinoff
Sharon Presson
Wendell Kellar
Barbra Tschida

10 Years

Lyle Slovick

15 Years

Alicia Miller

25 Years

Phouc T. Le
Reuven Schlenker
Regina D. Watson

30 Years

Andrea W. Stewart

GIFT-GIVING OPTION

2005 Book Lover's Calendar

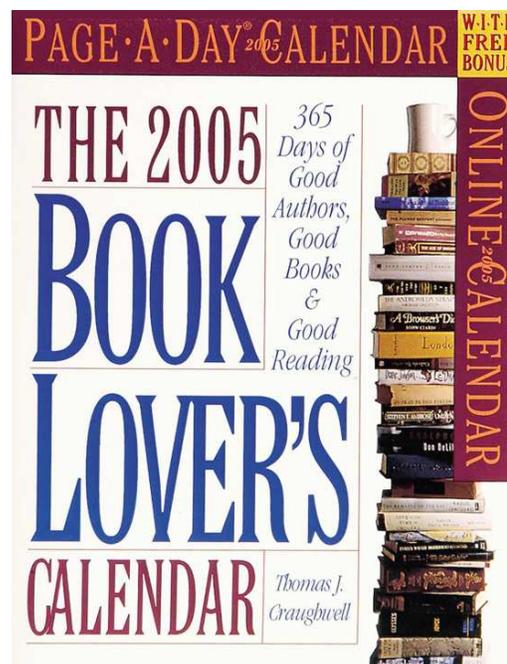
by **Erica Aungst**
Administration

Here's a gift-giving option especially for you!

The Friends of the Libraries is offering the *2005 Book Lover's Calendar* (Workman Publishing) for sale at a special \$5.00 each cost to GLS staff. This boxed calendar features a "page-a-day" featuring interesting reading-related reviews and suggestions.

Calendar sales begin as soon as the shipment arrives late next week. The \$5.00 GLS staff cost and the \$10.00 Friends/others cost should be either cash or a check made payable to "The George Washington University".

Look for updates in the next week. Please contact Rachael Green in the Administration Office. (Room 201) and at (202) 994-6455 with questions.



SYMPOSIUM

ARL/OLMS Human Resources Symposium on November 8-9, 2004

by **Sandra Carpenter**

GLS HR

Recently I attended a workshop sponsored by ARL on Positive Organizational Scholarship: a new approach to Organizational Development in Libraries. The University of Nebraska-Lincoln Libraries presented a compelling workshop on the methods used to restructure their Libraries in August of 2002. Joan Giesecke, Dean of Libraries described a restructure involving forty two faculty and one hundred ten staff in seven departments, to no more than four departments. This was due to a campus wide budget reduction process.

What were some of the challenges here? The first challenge was to redesign the Library with the stated criteria, maintain staff by protecting salaries at all levels. Next, it was important to ensure that the new units were logical and organized. Last, but certainly not least, they had to establish an environment of clear and consistent communication, respect and trust.

Dean Giesecke and Beth McNeil, the Human Resources Manager employed the learning organization disciplines described by Peter Senge. They are, as we know, Personal Mastery, Mental Models, Shared Vision, Team Learning and Systems Thinking. In 1997, the University Libraries established Core Competencies and key behaviors which were revised in 2002 and used University wide. They are:

Adaptability

Communication

Customer/Quality Focus

Inclusiveness

Occupational Knowledge/Technology Orientation

Team Focus

Leadership

Problem Solving/Decision Making

The University designed a working model of the five disciplines and gave practical examples of applying them to the daily workflow. The original definitions were redefined to reflect the organizations mission such as: Shared Vision defined as making it possible for members of the organization to understand the future we want to create. Shared Vision develops within the organization and is meaningful to members who understand and contribute to it. Next to this was how Shared Vision was applied in the Library. For example: "Seamless integration of print and electronic resources"...catalogers design a catalog so patrons can access both print and e-resources; reference providers look for ways to help patrons use both print and e-resources.

These expressions were meaningful to staff who witnessed and participated in a massive restructure of the Libraries and the amazing fact is that they did not experience turnover through these tumultuous times.

Association of Research Libraries (ARL) 4th Annual HR Symposium

by **Alicia Miller**
Administration

On November 8 and 9, I had the opportunity to participate in the 4th Annual ARL Human Resources Symposium as a session speaker on the "*Role of Strategic Planning in Organization Development*" (OD). The theme of this year's symposium was "*Positive Organizational Scholarship (POS): A New Approach to Organization Development in Libraries.*" My presentation included discussions of a typical strategic planning process, individual and team roles and responsibilities, planning within the larger organizational context, building accountability into goals and objectives through metrics, and facilitating strategic planning as a change process.

The 52 symposium participants represented a wide range of library professionals from diverse institutions across the United States, including HR managers, statisticians, organizational learning and training specialists, and management information systems directors. Other participants from Gelman Library included Jack Siggins, who led part of a panel discussion on "*POS and Library Organization Development,*" and Sandra Carpenter of the GLS HR Management Team.

Positive Organizational Scholarship, in the context of the symposium, was defined by the ARL Office of Library Management Services as a "new movement in organizational research that focuses on the dynamics that lead to developing human strength, producing resilience and restoration, fostering vitality, and cultivating extraordinary individuals, units and organizations." It is based on the premise that understanding how to enable human excellence in organizations will unlock potential, reveal possibilities, and facilitate a more positive course of human and organizational welfare. Organization development, as you know, is the process of applying behavioral science knowledge and practices to help organizations achieve greater effectiveness. Put together, these two concepts form the philosophical thread that ran through all of the symposium's presentations: improving library effectiveness through positive organizational development.

The keynote address, "*Using Positive Organizational Scholarship (POS) to Foster Positive Organizational Development (POD),*" was delivered by Shane Lopez of the University of Kansas. His presentation focused on two areas: how strengths-based development builds organizational capital and how the emotional climate of the workplace influences behavior. Other speakers from the University of Kansas included Marilu Goodyear whose topic was "*An Opportunity for Initiative Knowledge: The Leadership Role in Organizational Learning*" and Keith Russell who discussed the evolution of OD in libraries and led the group through a self-discovery exercise on POS.

In addition to the presentation on the role of strategic planning (described above), five other breakout sessions were offered over the 2-day period. Between the two of us, Sandra and I were able to attend all of them. Sandra attended three sessions: "*Learning Organizations: One Size Does Not Fit All*" presented by Joan Giesecke and Beth McNeil of the University of Nebraska; "*From Climate Assessment to OD Strategy*" by M. Sue Baughman, Johnnieque Love, and M. Jane Williams from the University of Maryland Libraries; and "*Considerations and Opportunities in Establishing an Organizational Development Program*" by

Denise Stephens of Syracuse University and Keith Russell (Kansas). Please see her article elsewhere in this issue of RT.

The two sessions I attended were "*Exploring Appreciative Inquiry and the University Summit Concept as Frameworks for Following up on your libQUAL+ Data*" presented by Joan Cheverie of Georgetown University Libraries and Martha Kyriallidou, Senior Program Officer of the Association of Research Libraries and "*Making Library Assessment Work: Practical Approaches for Developing and Sustaining Effective Assessment*" by Jim Self, Director of Management Information Services for the University of Virginia Library.

The Cheverie/Kyriallidou session was a discussion of the mechanics of appreciative inquiry (AI) followed by a detailed history of LibQUAL+, including an explanation of zone of tolerance scoring and a description of the "Library Summit," an event at which people gather together in facilitated small-group discussions about LibQUAL+ results. At the end, participants took part in a role playing exercise that demonstrated how AI techniques can be used to explore feedback from focus groups on data collected through LibQUAL+.

In Jim Self's presentation, he compared case studies of how the libraries at the University of Virginia and the University of Washington use their Management Information Services to track local trends via an archive of data collected through various methods. UVA has an assessment unit within its MIS office and a director responsible for providing information and supporting data to other library units upon request. At UW no one person is responsible for this task. It is coordinated by an assessment group. Both institutions use the data they collect to make decisions regarding different stakeholders with different needs.

The symposium concluded with a panel discussion in which Denise, Keith, and Gisela von Dran of the Syracuse University School of Information Studies examined where they believe the future of POS/OD was headed and participants discussed how to apply some of the concepts we explored to the work they do in their own libraries.

I found the symposium extremely interesting. Not only was it an opportunity to network with others in the field, it was also a resource of ideas on how to address issues that are familiar to Gelman. I will share some of this information with SMG through our work on the current Core Competencies project and in discussions with the GLS Assessment Group. If you would like copies of the handouts I brought back, please send email to aliciam@gelman.gwu.edu. To view some of the PowerPoint presentations from the sessions I attended, please visit <K:\OrgDev\POS-OD>.

WHAT'S NEW AT THE GLS?

Job Opportunities

Are you interested in growth, career change? Are you curious about skills required for certain positions?
Here is what is currently available.

Positions Posted

Help Desk Operator, (FT) Information Technology, Grade 13 B. Mayer

Computer Operator, (FT) Information Technology, Grade 12 B. Mayer

Library Specialist I, (FT), Circulation, Grade 9 B. Tschida

Library Pub. Servs./Tech. Coord., (FT) Grade 12, Eckles Library C. Zeljak

Library Specialist II, (FT), Consortium Loan Grade 11 B. Tschida

Library Specialist I, (FT), Grade 9, VA. Campus..... S. Graham

Library Specialist I, (PT), Periodicals, Grade 9 J. Whitmore

Librarian 2 or 3 Instruction- Collection Development Librarian J. Nutefall

Librarian 2 or 3 Web Services/Reference Librarian G. Etschmaier

Librarian 1 or 2 Reference and Instruction Librarian, Virginia Campus Library D. Carroll

All positions that are open are **bolded**.

Non bolded=candidates have been selected for interviews.

Positions not yet posted

Library Specialist 1 (PT), Media Resources, Grade 9Gerald Phillips

If you are interested in any of these positions and would like more information call or e-mail Sandra Carpenter, Manager of GLS HR or contact the manager or supervisor directly.

SIMPLE TIPS

*How to Thrive in
the Gelman Library System
(or any other organization)*



Jack A. Siggins, University Librarian

*“Make decisions in a timely fashion,
even if you’re not 100% certain that it’s
the right decision. Not deciding is a
decision, too.”*