ORGANIZATIONAL AND FUNDING STRUCTURES FOR TUFTS UNIVERSITY LIBRARIES
PROPOSED STATEMENT OF WORK FOR THE
OFFICE OF THE PROVOST, TUFTS UNIVERSITY

Submitted by
DeEtta Jones and Associates, LLC

in partnership with
Library Management Consulting

Purpose and Desired Outcomes
This Statement of Work for consulting services to recommend organizational and funding structures for Tufts University Libraries is for review and consideration.

Based on our initial understanding, Tufts University leaders want the engagement to include:

- An understanding of the University mission, vision, organization, culture and (current and future) funding – including the elements aligned with specific Schools and campuses – that will inform recommendations.

- In-depth benchmarking of the current status and future-oriented directions for a set of 7 – 8 peer and aspirant institutions that will inform recommendations.

- A qualitative assessment of the University Libraries’ needs, strengths and weaknesses – with a forward-looking perspective – that will inform recommendations.

- Recommendations and rationale for organizational and funding structures that will maximize the Libraries’ ability to enact the University’s mission and vision and align with its priorities, summarized in a written report that includes the findings from research library benchmarking and the qualitative assessment of the Libraries.

DeEtta Jones and Associates (DJA) anticipates that some flexibility and adjustment will be required to finalize a work plan that will meet the needs specific to Tufts University.
Project Leadership and Resources
DeEtta Jones and Associates and Library Management Consulting will jointly contribute to this consultation for the Tufts University Libraries. Collectively, the proposed team has over 70 years of experience in academic and research libraries, with deep expertise in library administration and management, organizational systems and structures, and library finance.

The consultation will be led by Raynna Bowlby and will utilize colleagues from DeEtta Jones and Associates and from Library Management Consulting to contribute to various aspects of the engagement. The preliminary proposed consultants to complete this project are:

Raynna Bowlby, Senior Consultant
Raynna Bowlby is a Senior Consultant, affiliated with both DeEtta Jones & Associates and with Library Management Consulting. Raynna specializes in organizational and human resource development in libraries, as well as in library assessment. For the past 8 years, her primary area of practice is program reviews and organizational assessments for academic and research libraries. Raynna’s recent experience includes working with the Harvard University Faculty of Arts and Sciences/Harvard College Library, the University of North Carolina, Chapel Hill Libraries, the University of British Columbia Library, the University of Nebraska – Lincoln Library, Ohio University Libraries, Oklahoma State University Library, Florida State University Library and others. In addition to strategy management and organizational development, she develops and delivers consulting and training support for libraries in areas including work analysis, human resource allocation, “re-tooling” staff skills, and the implementation of new systems, structures and work processes. She also guides libraries in the development of assessment initiatives; she regularly works with the Association of Research Libraries to enable librarians to effectively utilize data obtained from user surveys such as LIBQUAL+® and other instruments. Raynna is also affiliated with the Simmons College Graduate School of Library & Information Science (GSLIS) as Adjunct Faculty.

Raynna formerly worked for twenty years in the Brown University Library, with 10 years as the organizational and staff development officer. In addition to academic libraries, she has worked in health sciences and corporate libraries. Raynna has an M.S.L.S. from Simmons College and an M.B.A., with a specialization in General Management and Organizational Behavior, from the University of Rhode Island. Raynna is based in Bristol RI.

Brinley Franklin, Principal, Library Management Consulting
Brinley Franklin specializes in library administration and library cost analyses for educational institutions. Library Management Consulting, launched in 1990, conducts library cost analyses that directly impact the library component of the facilities and administrative (F&A) cost recovery rate from sponsored grants and contracts. Brinley’s most recent studies have been performed for the following clients: UCLA (FY 2014/2015), the University of Utah (FY 2014), the University of Connecticut (FY 2014), Virginia Commonwealth University (FY 2014), UC San Diego
(FY 2013), Oregon State University (FY 2013), the University of New Hampshire (FY 2013), the University of Arizona (FY 2012), the University of Colorado at Boulder (FY 2012), Washington University in St. Louis (FY 2012), UC Davis (FY 2011), Temple University (FY 2011), the University of Connecticut Health Center (FY 2011), the University of California, Berkeley (FY 2010), the University of Virginia (FY 2010), the University of North Carolina at Chapel Hill (FY 2010), Johns Hopkins University (FY 2009), and the University of Maryland, Baltimore (FY 2009). He has conducted library cost analysis studies at approximately 50 research universities since 1982.

Additionally, Brinley is Vice Provost Emeritus at the University of Connecticut; he led the UConn Libraries from 1999 until 2013. Under his leadership, the University Libraries made the transition from a print-based library to a predominantly digital library, increasing the University community’s direct access to journal literature from 7,000 print subscriptions to more than 90,000 electronic journals. The Libraries became members of the Center for Research Libraries (CRL), the Boston Library Consortium (BLC), RAPID, and the Academic Preservation Trust and HathiTrust. Overall user satisfaction with the UConn Libraries’ facilities, collections and services consistently improved and, based on LIBQUAL+®, a standard international survey, was significantly higher than at other college and university libraries. Brinley served on numerous University committees and actively encouraged the Libraries’ partnership with other campus units, demonstrated in part by the presence of the Q (Quantitative Support) and W (Writing Support) Centers, the Digital Learning Center, Husky Tech, the Roper Center, foreign language tutoring, and Dining Services in the Library. He also helped coordinate academic information technology and worked with University Information Technology Services on an IT campus-wide governance structure.

As a national leader, Brinley served as President of the Association of Research Libraries, the Boston Library Consortium, and NELINET. He also served as Chair of the Association of Research Libraries Statistics and Assessment Committee, Treasurer of the Boston Library Consortium and the Association of College & Research Libraries-New England Chapter, and was a member of the International Federation of Library Associations Statistics Committee, the Roper Center for Public Opinion Research Board of Directors and the Executive Committee of the Northeast Research Libraries (NERL).

Prior to joining UConn, Brinley served as a manager in KPMG’s higher education management consulting practice in Washington, D.C. and as a corporate librarian for PricewaterhouseCoopers and KPMG. Brinley earned a Bachelor’s Degree in American Studies and a Master of Library Science Degree at the University of Maryland, College Park and a Master of Business Administration degree from the George Washington University with a concentration in Information Systems Management. Brinley is based in Bristol RI.
DeEtta Jones, Principal, DeEtta Jones and Associates, LLC
DeEtta provides strategic and organizational development consulting to libraries, not-for-profits and corporations. She has more than fifteen years of experience consulting in libraries and designing and facilitating learning events for audiences around the world. Since launching DeEtta Jones and Associates, LLC, in 2005, DeEtta has facilitated strategy and organizational development processes for a wide range of institutions including Harvard University Faculty of Arts and Sciences/Harvard College Library, the University of North Carolina, Chapel Hill, University of British Columbia, Boston College, Discover Financial Services, United Airlines, and others. She has designed and continues to serve as a lead facilitator for half a dozen leadership development programs across North America. DeEtta’s areas of professional strength are leadership development, managerial effectiveness, cultural integration, and executive coaching.

DeEtta’s previous professional experience includes ten years with the Association of Research Libraries, five of those years as Director of Organizational Learning Services and five as Director of Diversity Initiatives; Director of Human Rights Advocacy and Education for the City of Fort Collins; Director of Multicultural Education and Programs at Colorado State University; and she held Adjunct Faculty roles with Colorado State University and the University of Maryland, College Park. DeEtta has a M.S. in Higher Education Administration from Colorado State University, course work in library and information science at Catholic University, and an M.B.A. from The Johns Hopkins University. DeEtta is based in Chicago IL.

Erin Buswell, DJA Executive Assistant and Project Manager
Erin works closely with clients and consultants to schedule and manage events, coordinate communication within the organization and across projects, and support the internal functions of the practice.
Proposed Work Plan
Consistent with the Tufts University’s goals for the engagement, it is proposed that the work plan include the following:

Process I: Understanding of Tufts University (Months 1 - 2)

1. One or more preliminary conference calls with University representatives (Vice Provost Dunn and those whom he recommends) and the consultants will be scheduled as an initial introduction of the parties, to ensure a mutual understanding of the consultation and its desired outcomes, and for the consultants to develop detailed plans for background research.

2. Background documents and data will be provided to the consultants for orientation to the University and the Libraries. The consultants will contact University representatives via email and/or phone and seek documents and clarification of data as needed.

3. DJA will work with University representatives to develop a detailed schedule and will prepare agendas and discussion guides for the initial site visits. The Vice Provost will indicate the names of University community members and the maximum number of groups/meetings to be arranged during the visits. Through one-on-one and small group interviews, DJA will facilitate working sessions to obtain information about the University’s and Libraries’ mission, vision, initiatives and future directions and, specific to the Libraries’, information about organization and staffing, finances, as well as perspectives on strengths, weaknesses, and needs. While the main purpose of these meetings will be to solicit the above information, DJA will also elicit ideas for future directions from members of the University community and, at their discretion, the consultants may also introduce some ideas for future directions based on their knowledge of other academic and research libraries. Throughout this process the consultants will make an effort to establish a positive climate for future changes. DJA will seek clarification from University representatives on issues where their understanding may not be fully developed. For the purposes of this Statement of Work, DJA proposes approximately 20 individual meetings and 5 or more small group meetings with:
   a. University Provost and Senior Vice President (possibly with colleagues) in individual meeting
   b. Vice Provost in one or more individual meetings
   c. Deans (possibly with colleagues) of the School of Arts and Sciences, School of Engineering, Cummings School of Veterinary Medicine, School of Dental Medicine, The Fletcher School, Friedman School of Nutrition Science and Policy, School of Medicine, and Sackler School of Graduate Biomedical Sciences (and others as desired) in individual meetings
   d. Other University community members (e.g., faculty, students, select administrators) in group meetings
e. Directors of Tisch Library, Edwin Ginn Library, Lilly Music Library, Hirsh Health Sciences Library, Webster Family Library of Veterinary Medicine, Digital Collections and Archives, and University Library Technology Services in individual meetings
f. Other key Libraries’ staff in one or more group meetings
g. Campus colleagues knowledgeable about policies and procedures that govern fiscal and human resources as necessary

4. DJA will provide periodic progress reports for the Office of the Vice Provost.

Deliverable for Process I:
Completed initial information-gathering with Tufts University stakeholders, to be incorporated in future written reports.

Process II: Benchmarking of Peer and Aspirant Institutions (Months 2 - 4)
1. DJA will do a preliminary exploration of information available about the seven institutions identified for benchmarking (to include Brown University, Dartmouth College, Northwestern University, Cornell University, Brandeis University, Case Western Reserve University and Washington University, St. Louis) and will collect and record publicly-available data.
2. The consultants will identify at least one additional institution to benchmark, based on known attributes of Tufts University and the collective body of academic and research libraries.
3. DJA will request and schedule telephone interviews with the University Library Dean/Director, or designate, for the benchmark institutions.
4. The consultants will develop a guide for telephone interviews, customized to confirm known information and to elicit additional desired information.
5. The consultants will conduct telephone interviews and will collect and record key information; in some cases, follow-up email or phone conversations will be necessary to obtain the desired information.
6. Exclusions or Exceptions: Benchmarking will be dependent upon the willingness of the identified peer and aspirant institutions to share data.
7. The consultants will prepare a high-level written summary of the benchmarking of peer and aspirant institutions.
8. DJA will provide periodic progress reports for the Office of the Vice Provost.

Deliverable for Process II:
Written report of benchmarking of current library organizational and funding models of key institutions.
Process III: Qualitative Assessment of the University Libraries (Months 3 - 5)

1. The consultants will analyze and summarize strengths, weaknesses, and needs of the Tufts University Libraries gathered through background information, meetings and discussions with key campus stakeholders.
2. The consultants will describe future opportunities for the Tufts University Libraries based on knowledge of trends and developments in research libraries and an analysis of information obtained through benchmarking of peer and aspirant institutions.
3. The consultants will prepare a high-level written qualitative assessment of the Tufts University Libraries.
4. DJA will work with University representatives to develop a schedule for an on-site visit; the consultants will prepare agendas and presentation materials for the visit.
5. The consultants will, on-site, present the key findings from the benchmarking report and the Libraries’ qualitative assessment to the Vice Provost, and others as desired, for discussion and clarification.
6. The consultants will elicit perspectives that will further inform their recommendations.
7. DJA will provide periodic progress reports for the Office of the Vice Provost.

Deliverable for Process III:
Written qualitative assessment of the University Libraries and in-person presentation and discussion of the benchmarking and qualitative assessment reports.

Process IV: Report of Recommendations and Rationale (Months 4 - 6)

1. The consultants will analyze all findings and utilize their knowledge and expertise to prepare preliminary recommendations and rationale for organizational and funding structures for Tufts University Libraries.
2. Exclusions or Exceptions: Estimates of costs/savings of changes to new models would be best handled by University representatives in consultation with DJA.
3. DJA will work with University representatives to develop a schedule for an on-site visit; the consultants will prepare agendas and presentation materials for the visit.
4. The consultants will, on-site, present the preliminary recommendations and rationale to the Vice Provost, and others as desired, for discussion and clarification to ensure that DJA recommendations will fit the context and culture of Tufts and maximize the Libraries’ ability to enact the University’s mission and vision and align with its priorities.
5. The consultants will facilitate meetings with the University’s and Libraries’ senior leaders to develop an understanding of the findings and recommendations and to begin discussion of potential change initiatives and implementation processes.
6. Based on input from the above stated meetings, DJA will complete one revision with appropriate modifications and finalize the report.
7. DJA will submit a final written report to the Office of the Vice Provost.
Deliverables for Process IV:
Preliminary written report of recommendations and rationale for organizational and funding structures for Tufts University Libraries, in-person presentation and discussion of recommendations and rationale, and final report.

Implementation: Building Capacity for Organizational Change (Month 6+)
Implementation support can be explored and negotiated as a second phase to this engagement.