



A grassroots approach to building a holistic service model at a liberal arts institution

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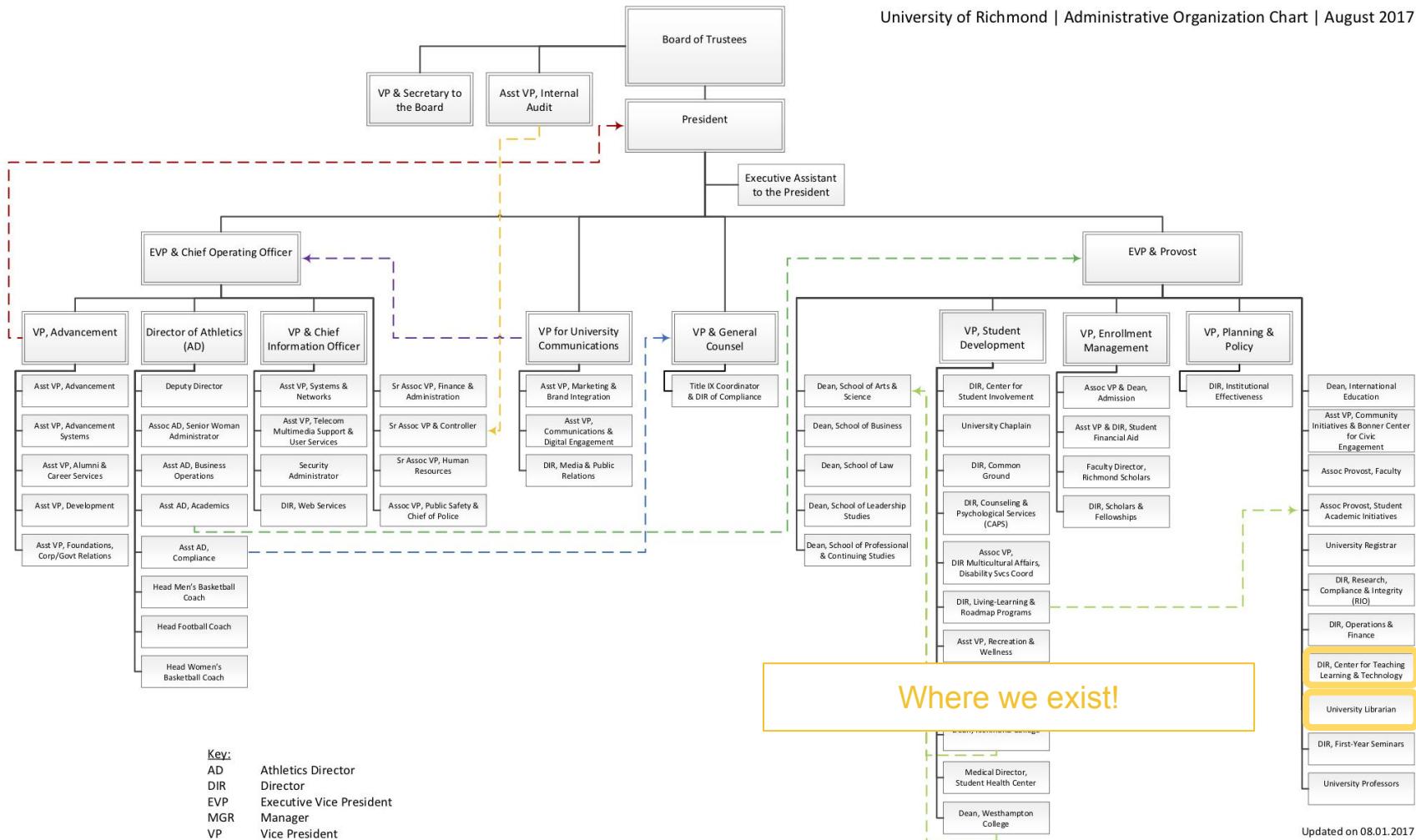
Outline

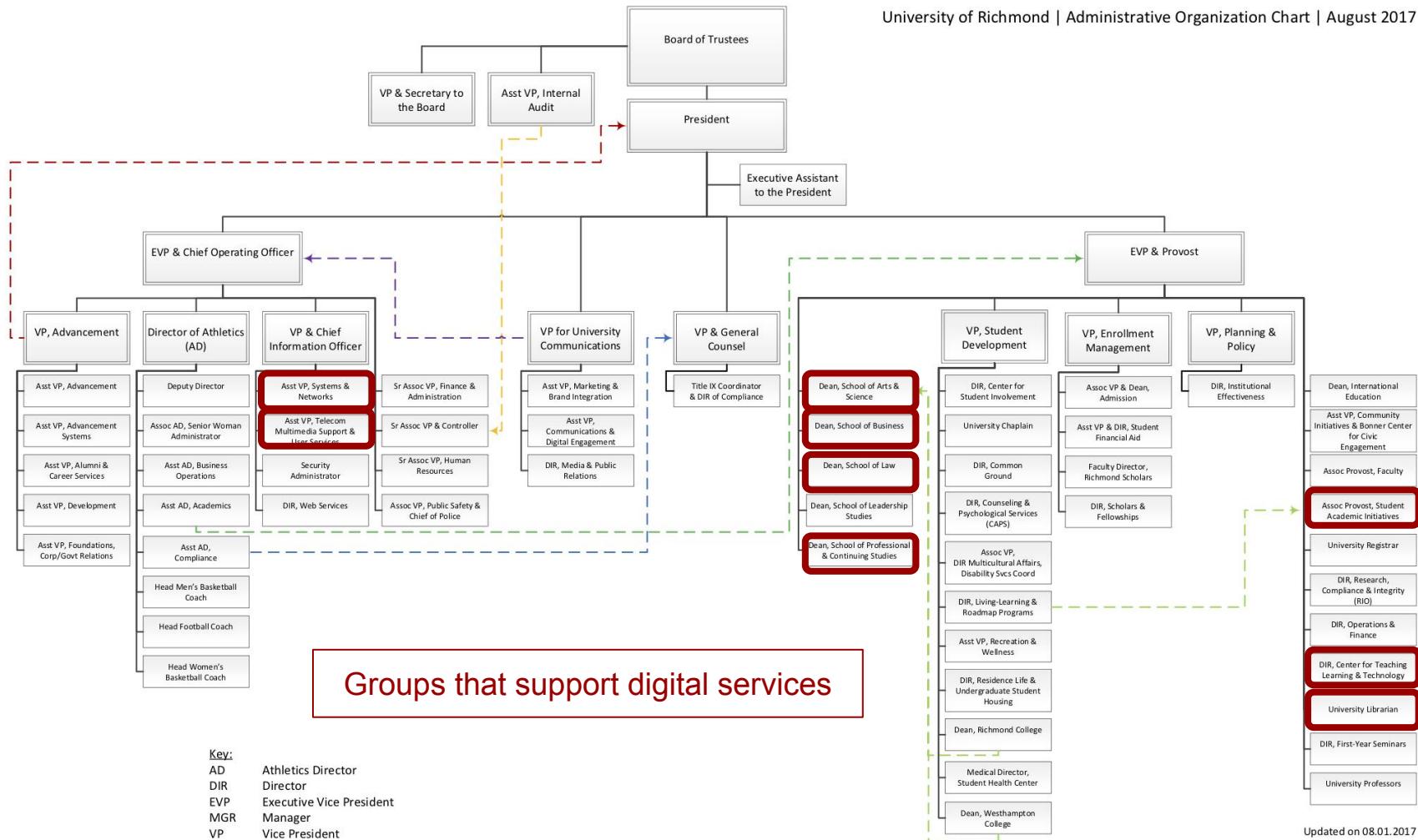
- Background/organizational structure
- Challenges
- Our process/approach
- Goals
- Future efforts/plans

Background / Organizational Structure

University of Richmond

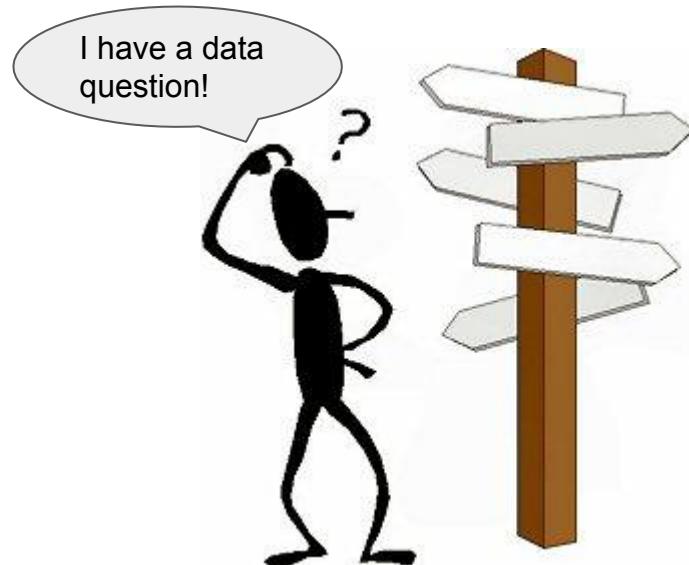
- **Medium-sized** liberal arts university (~**3600** undergrads, 400 graduates)
- **5 schools** (Arts & Sciences, Business, Law, SPCS, Leadership)
- **“Goldilocks” size** = not as large as R1 but not a small teaching college
- Support **services distributed** all over campus (both physically and organizationally)





Background / Organizational Structure

Decentralized Support Services

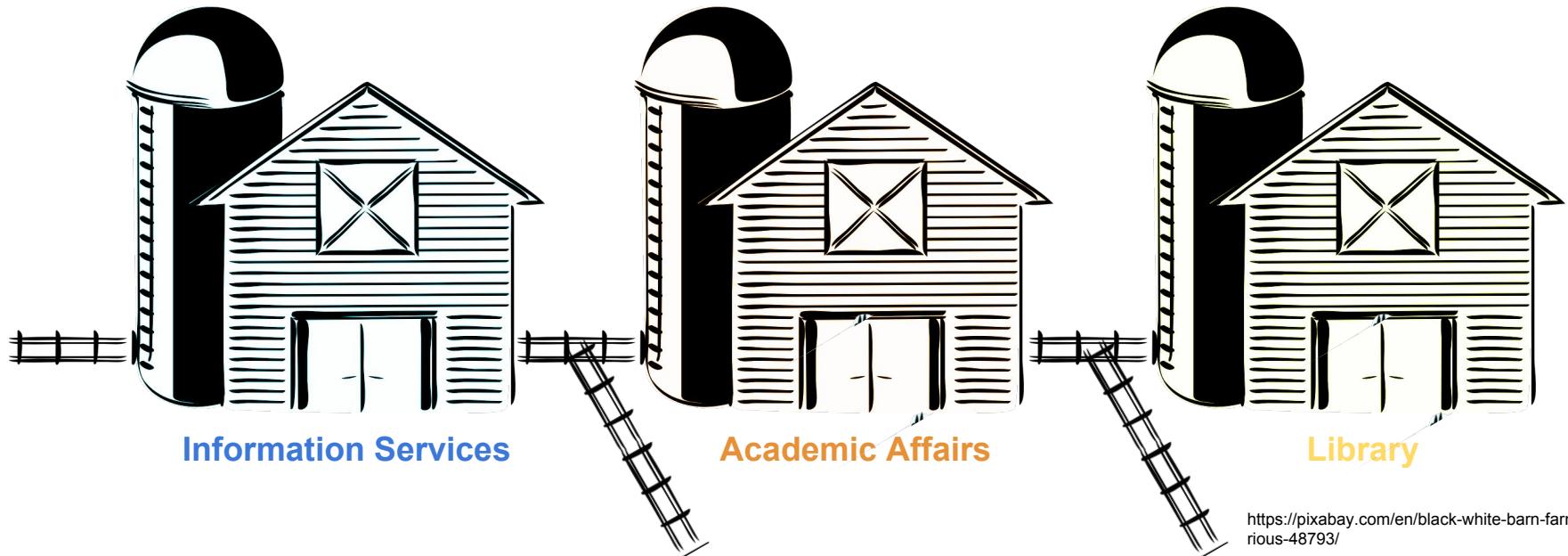


Groups that support digital services

- Technology Learning Center
- Center for Teaching, Learning, and Technology
- Academic Computing Services
- Academic Skills Center
- Library Liaisons
- Spatial Analysis Lab
- Help Desk
- Law Technology Consultant
- Business Technology Consultant
- Lists goes on...

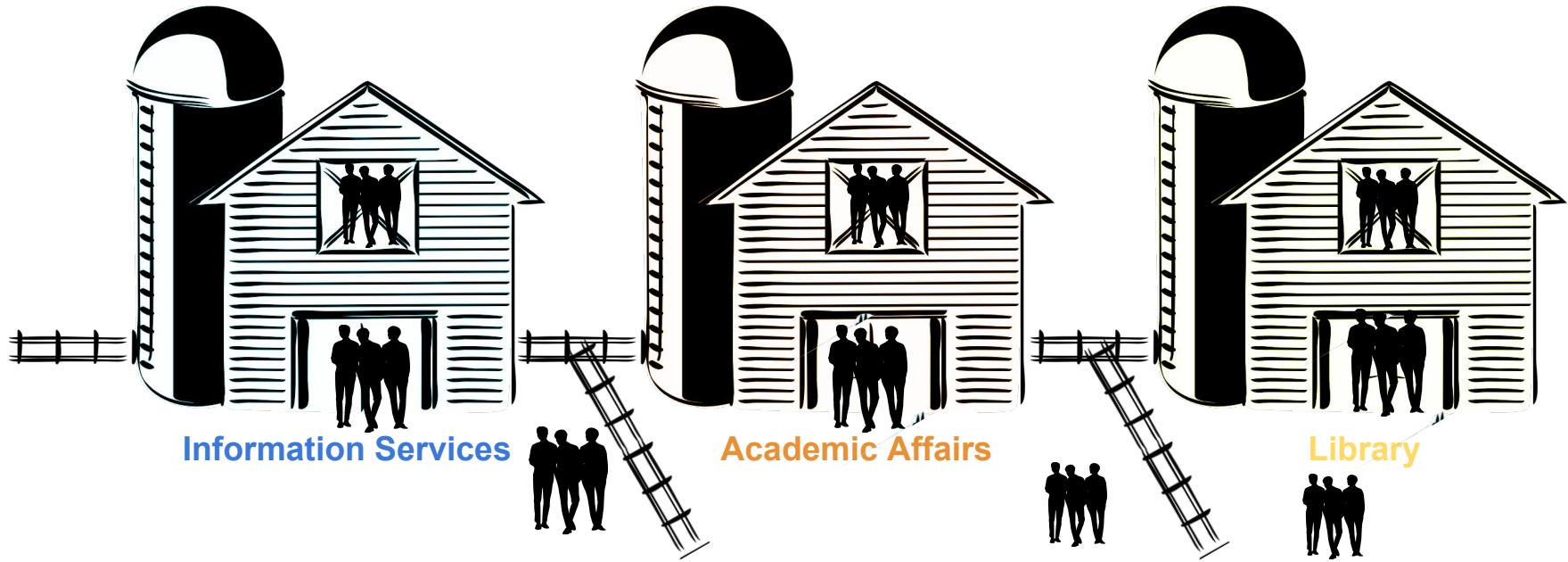
Background / Organizational Structure

Siloed Support Services



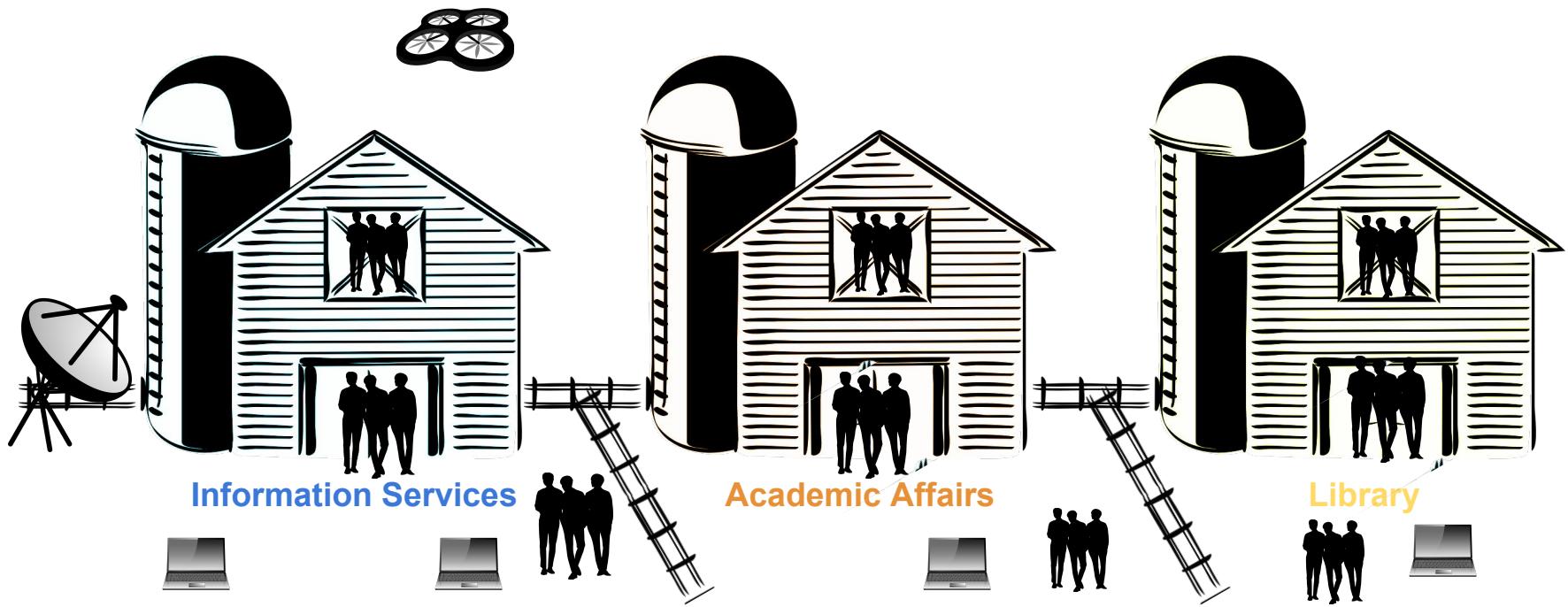
Background / Organizational Structure

Well Funded Support Services \$\$\$\$ for staff



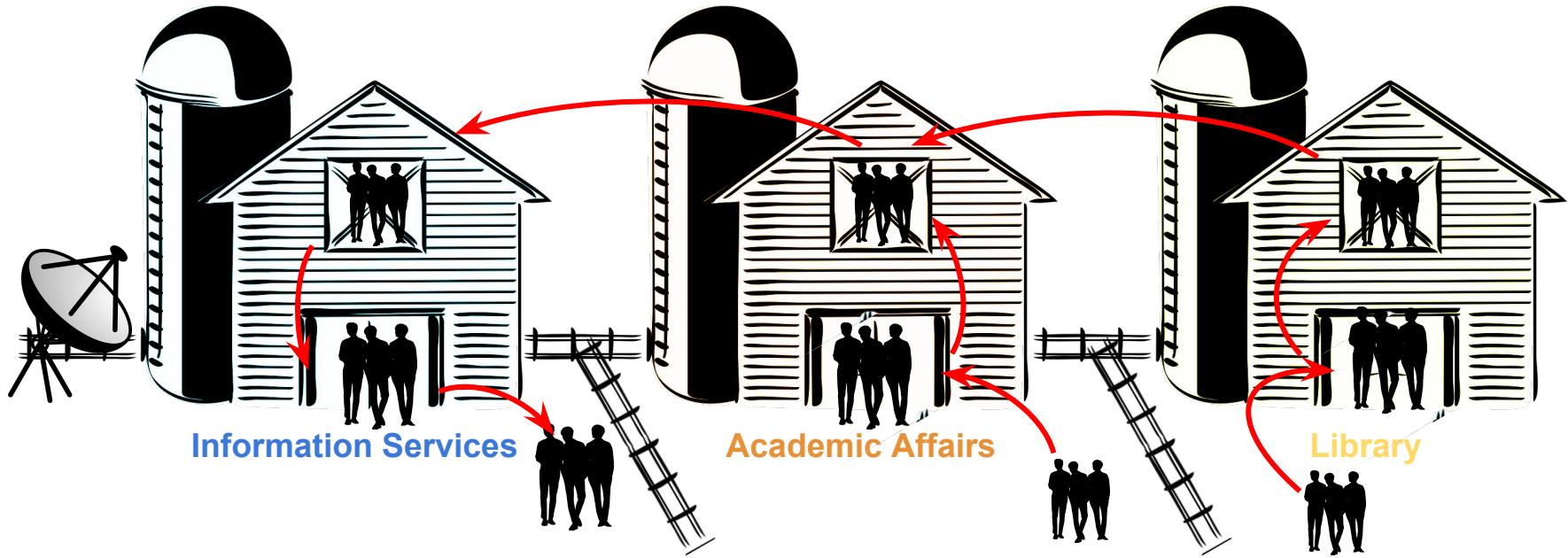
Background / Organizational Structure

Well Funded Support Services **\$\$\$\$ for staff**
\$\$\$\$ for tools



Background / Organizational Structure

Large Hierarchy Support Services (**7 layers between groups**)



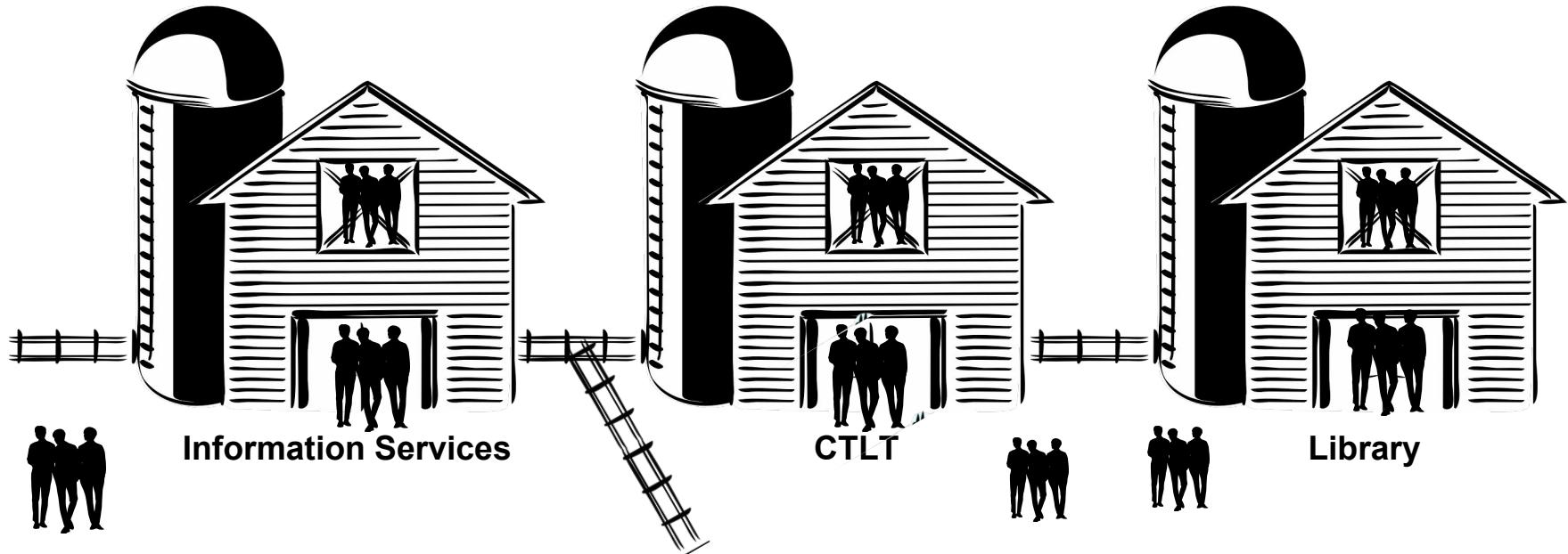
Background / Organizational Structure

Support Services in Flux (reorganization 2 years ago)



Background / Organizational Structure

Support Services in Flux (reorganization 2 years ago)





How does structure affect support?



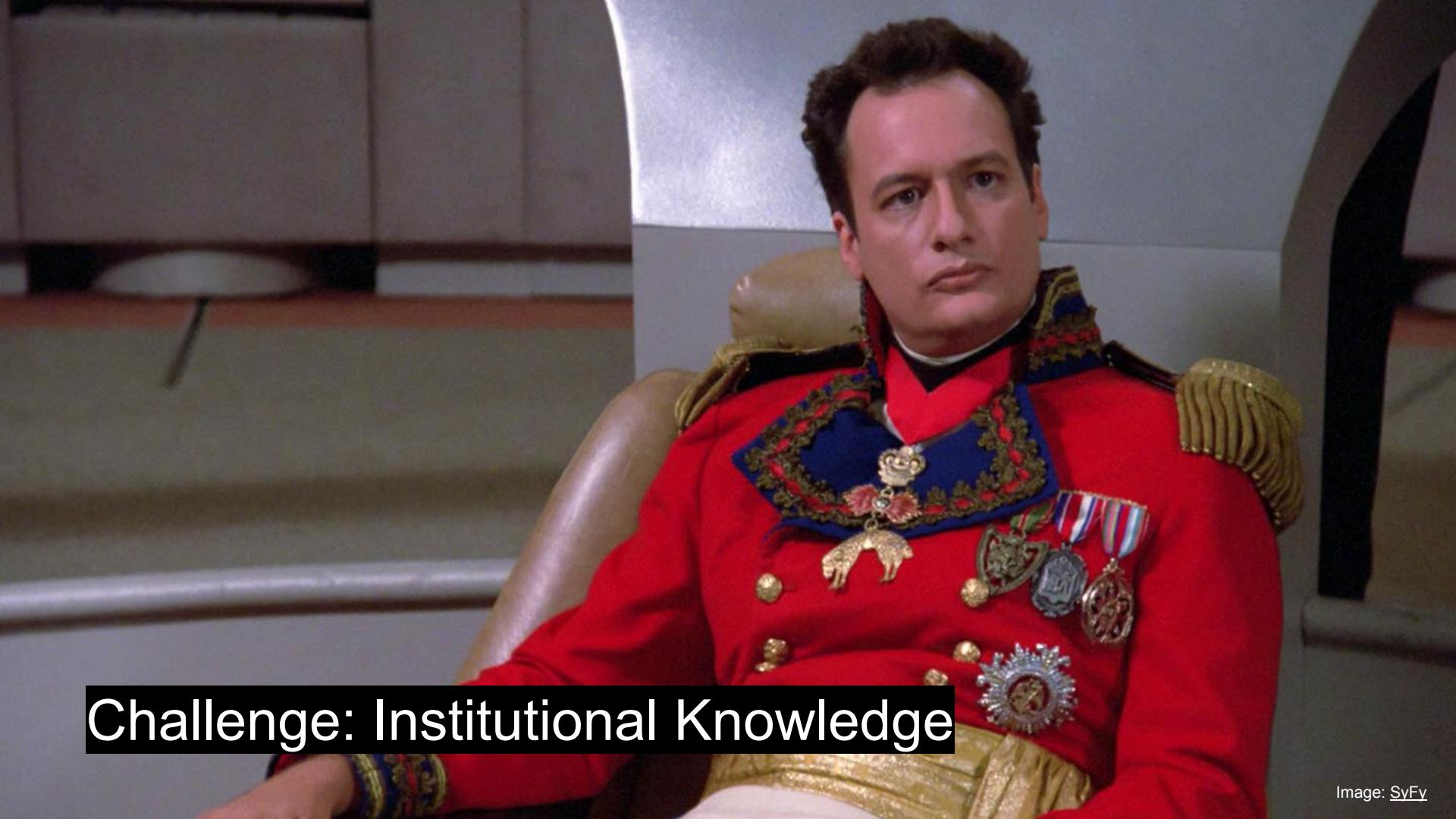
Challenge: Gaps and Overlaps



Challenge: Everyone Gets a Strategic Plan



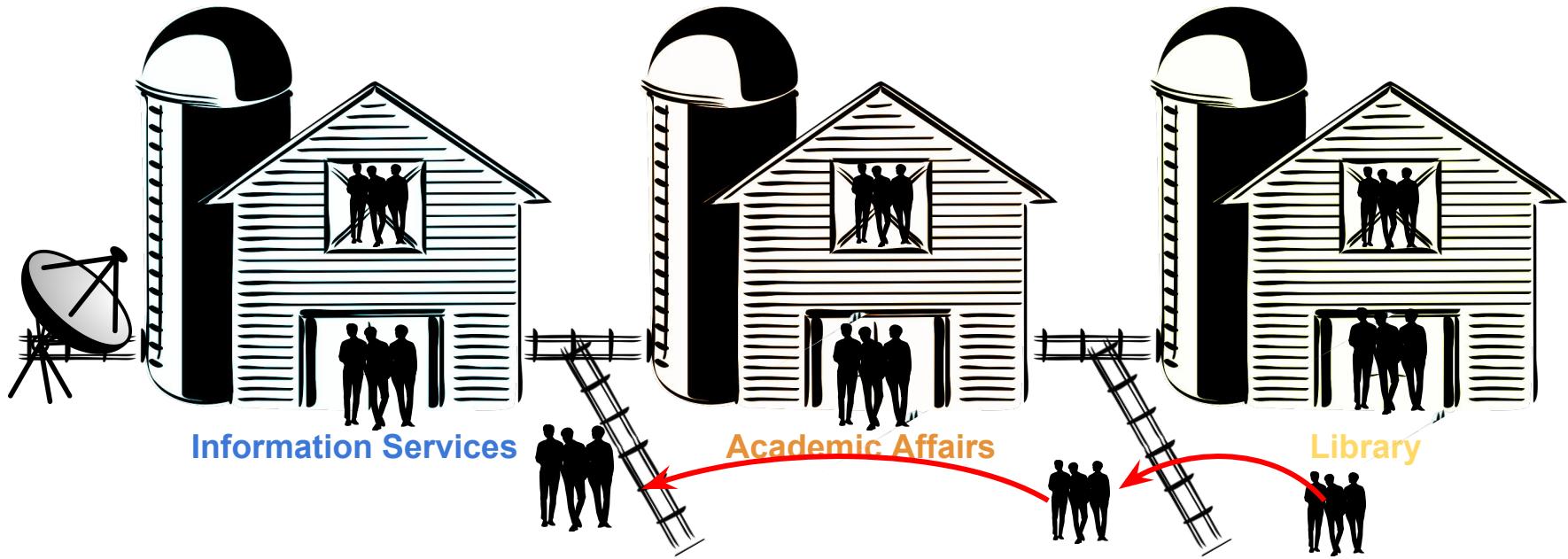
Challenge: Expectations vs Reality



Challenge: Institutional Knowledge

Background - Organizational Structure

Grassroot Relationships



Communities of Practice

- help drive strategy
- solve problems quickly
- transfer best practices
- develop professional skills
- help companies retain talent

Wenger & Snyder (2000)

Not so long ago, companies were reinvented by teams. Communities of practice may reinvent them yet again—if managers learn to cultivate these fertile organizational forms without destroying them.



Communities of Practice: The Organizational Frontier

by Etienne C. Wenger and William M. Snyder

TODAY'S ECONOMY RUNS ON KNOWLEDGE, and most companies work assiduously to capitalize on that fact. They use cross-functional teams, customer- or product-focused business units, and work groups—to name just a few organizational forms—to capture and spread ideas and knowl-

Brainstorming

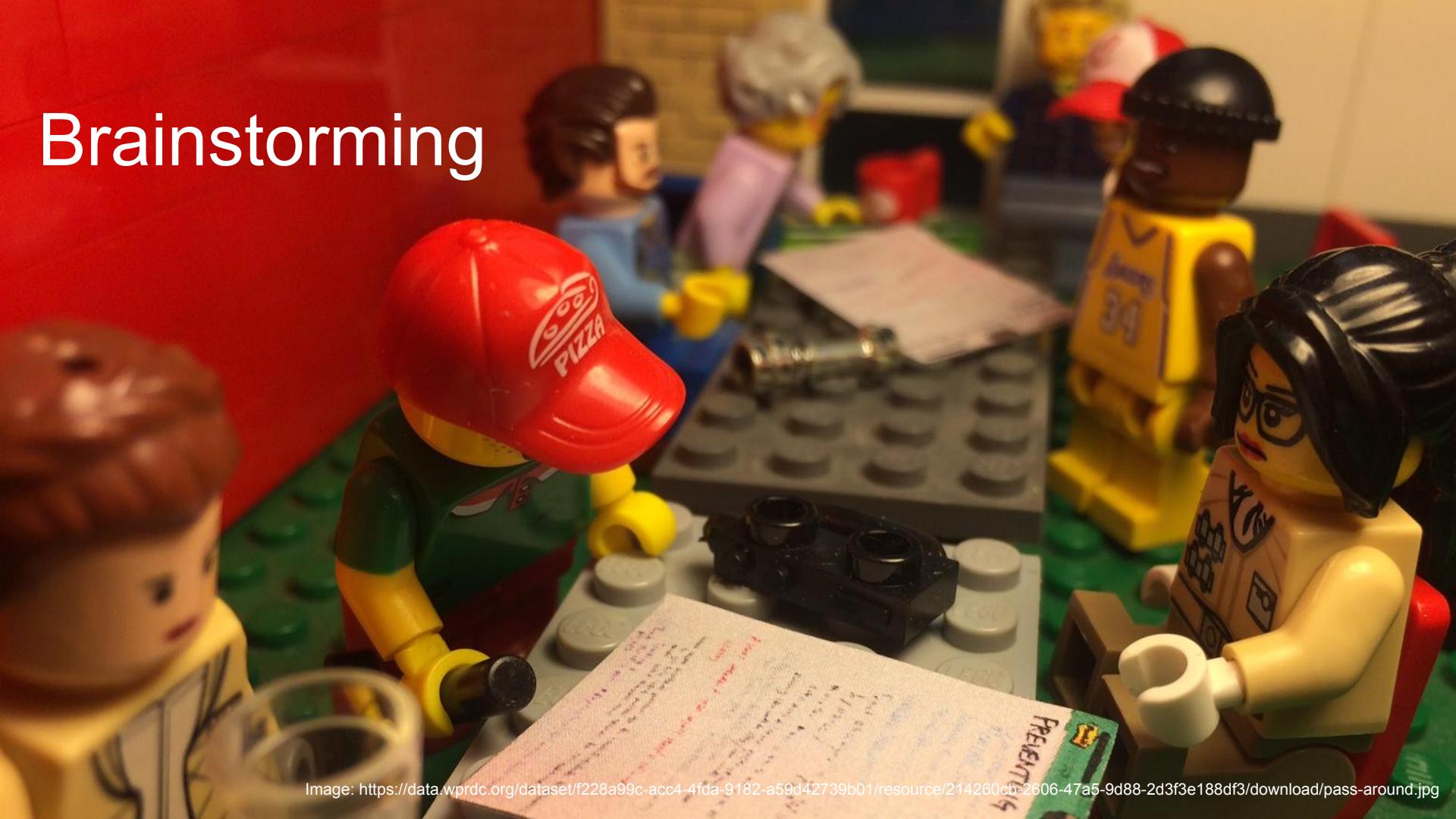
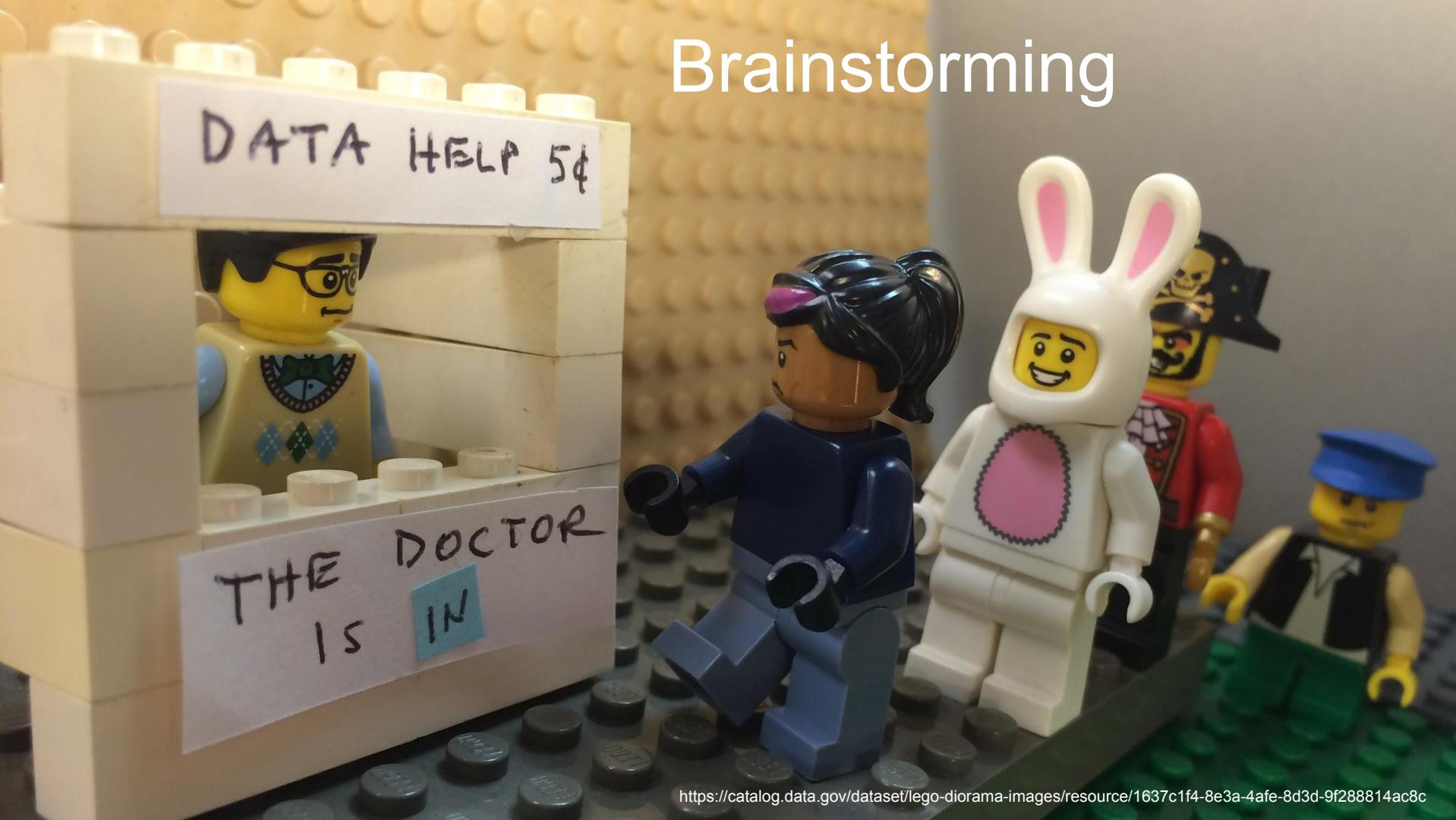


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Brainstorming





Goal: Hide the Bureaucracy

Goal: Raise Visibility of Services



Goal: Pull in the Same Direction



Information gathering



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“Holistic Service Model” (NYU)

- “Users are **not expected to understand our job functions or departmental structure**”
- User **choice and autonomy in wayfinding**
- Access to guidance at **time & place of need**
- Users can choose among multiple entry points and find that **all roads** lead to their desired destination.
- Users can navigate and connect from point A to point B as **directly and seamlessly as possible**.

List of Qs



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Data Management



Discovery,
Management Plans,
Storage

Spatial Information Services



Visualization



2D, 3D,
Virtual/Augmented Reality

Statistical and Data Analysis



Informatics,
Bioinformatics



arcs.uflib.ufl.edu

Research Metrics



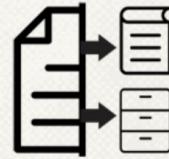
Citation Analysis

Digital Humanities



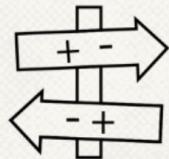
Digital Projects Management,
Online Exhibits and
Digital Media, TEI,
Data Visualization, Mapping

Publishing and Archiving



Institutional Repository,
Open Access

Research Integrity



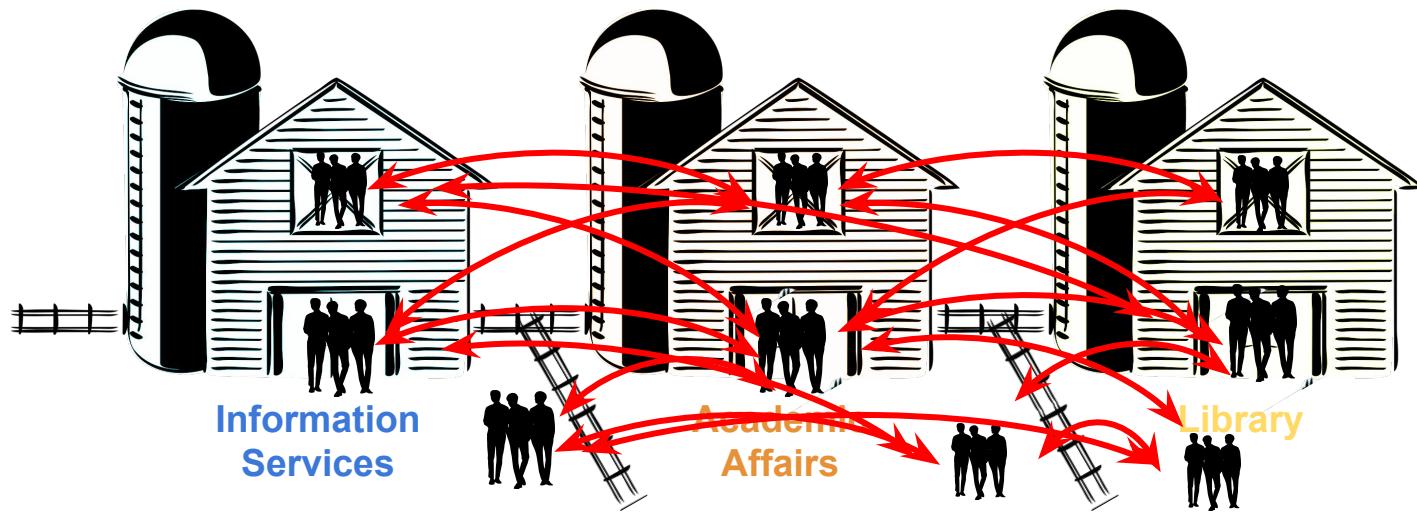
Responsible Conduct
in Research,
Avoiding Plagiarism

Service matrix resource

White paper







Limitations



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