

ARMACOST LIBRARY

An Organizational Analysis

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History and Background

Named in honor of the university's former president, George Henry Armacost, the Armacost Library plays an integral role in supporting the teaching, research, and learning goals of the University of Redlands community. The Armacost Library plays a significant role in aiding the learning experience for students on campus by providing a space for intellectual and cultural stimulation amongst the classrooms, dorms, and office buildings. Armacost's services include introducing students to basic information skills, collaborating with faculty colleagues to integrate instruction, and challenging students to critically evaluate the way in which they receive information. Driven to enrich the Redlands community, Armacost strives to reach across the entire campus in order to serve as an essential tool for learning and teaching.

As the hub of student learning, Armacost collects and shares intellectual artifacts with the university community, which inspires creativity and scholarship. The library is home to 124 databases of articles, reviews, and media, 93,742 journals, books, and magazines, 656,472 books and ebooks, and 133 course and subject research guides.¹ Its broad array of resources facilitate many opportunities for students to engage in inquiry, from its learner-centered experiences to librarian instruction integrated into course curriculum each semester.

By incorporating subject librarians into the university's courses, Armacost Library affords students the opportunity to use information skills in relevant and transformative ways.² Armacost subject librarians are trained in a specific field to encourage exploration and development related to specific topics of learning. Through regular communication with faculty

¹ "Armacost Library: About Us: Our Vision and Mission." *Our Vision and Mission – About Us*.

² "Armacost Library: Information Literacy & Library Instruction: Teaching Philosophy." *Teaching Philosophy - Information Literacy & Library Instruction*.

and students in their field of study, the subject librarians expand curricula and provide instruction that promotes a deeper understanding of subject matter. Subject librarians offer their expertise on information literacy, research consultation in the area of study, collection of development in relation to curricula, and contributing support for the program and accreditation review processes.³ Making up all eight members of Armacost's faculty, the subject librarians are available to assist the Redlands community in information skills, development, and research for each area of study.

Among Armacost Library's 16 faculty and staff members, three library directors are responsible for leadership and managerial responsibilities within different overarching departments of the library. Armacost's co-directors include Shana Higgins, who oversees Library Instruction, Sanjeet Mann, who is responsible for Electronic Resources, and Les Canterbury, who is in charge of Collection Development. Armacost's 9 staff members are responsible for focusing their energy on administration, cataloging, and technical services.⁴

In addition to Armacost's staff members, the library employs 18 student workers from the university, each of whom belong to one of three categories: front-desk, technical services, and library pages. Front-desk student workers check materials in and out, answer basic, non-research questions, and notify librarians of a research question. Student workers in technical services prepare new books to be checked out as well as mend old books that need extra care. Lastly, the student workers responsible for library pages work in the stacks, as they reshelve books that are left on the racks and books that get checked back in.⁵ Overall, each library associate plays a vital

³ Ibid.

⁴ "Armacost Library: Staff Directory: Partners in Teaching, Learning, & Research. *"Partners in Teaching, Learning, & Research - Staff Directory.*

⁵ Julagay, Janelle. Interview by Janelle Julagay. Email Interview. Redlands, March 30, 2017.

role in supporting and enhancing the organizational success of the library.

The Armacost Library's organizational structure as a flat hierarchy ensures the incorporation and inclusion of all members within the organization. The library embraces a shared governance by delegating responsibility and encouraging high levels of communication.⁶ Armacost's faculty meet every other week to discuss general business, and every month in order to conduct all-staff meetings. The library is divided into multiple different committees that focus on particular topics, such as technology. Our analysis of the Armacost Library and the inner workings of it as an organization was made possible through a multitude of data collection techniques.

Data Collection

The Armacost Library, which includes all committees mentioned above, has a mission to provide a center that will support the teaching, research, and learning goals of the University of Redlands.⁷ Staying true to its mission, Armacost's leadership team allowed students enrolled in the university's BUS-310 Organizational Behavior course to analyze and evaluate the library as a whole. Throughout the semester, online research, interviews, and an employee survey helped direct our efforts toward topic areas that illustrate Armacost Library's purpose and present organization. These data collection methods led our group to the discovery of three topic areas: communication, motivation and goal-setting, and change in technology.

ONLINE RESEARCH

Thorough online research revealed details concerning the goals, teaching philosophy, and

⁶ Julagay, Janelle. Interview by Janelle Julagay. Personal Interview. Redlands, February 2, 2017.

⁷ "Armacost Library: About Us: Our Vision and Mission," *Our Vision and Mission - About Us - Armacost Library at University of Redlands*, 21 July 2016, Web, 29 Mar. 2017.

various resources on the library's website. The library's website gives students the opportunity to communicate with librarians, conduct individual research via online encyclopedias, and learn from various guides posted for each major. After conducting research through their website, the next step in the process was to contact one of the university's subject librarians, Janelle Julagay, for more information on the internal structure of the library.

INTERVIEWS

Two interviews were conducted with Janelle Julagay, once by herself and once accompanied by one of Armacost's co-directors, Shana Higgins. During the first interview, we were able to sit down with Janelle and discuss preliminary questions in order to gain a deeper understanding of the library as a whole. In the second interview, our tailored questions were centered around gaining a deeper understanding not of the library as a whole, but of the specific topic areas of communication, motivation and goal-setting, and change in technology. Through these interviews, Janelle unveiled a detailed overview of the library's internal organization, such as who oversees its operations, how communication is handled and with whom, and its overall culture.

The director of the library stepped down not too long ago, and without the urgent need for a replacement, three co-directors were established in Les Canterbury, Shana Higgins, and Sanjeet Mann. The library has multiple committees, in which all the members meet to discuss any and all decisions that must be made. The librarians meet every other week, while the whole staff, including student workers, meet once a month. Communication is a key concept of the library and its staff, as they collaborate on decision-making and emphasize its importance in everyday operations. Not only is communication important within the internal organization, but it has also

proven to be beneficial between professors and students.

The connection that the library has with the university professors has allowed for the implementation of research-based courses, such as one of the Business Administration courses, The Rise of American Capitalism, or more familiarly known as Business 226. Courses that incorporate librarian instruction require students to use the library's online encyclopedias and research databases in order to delve deeper into course concepts and material. Not all majors require the use of the library's research tools, however, students are encouraged to utilize the library's resources on their own.

Another topic area that Janelle discussed is the library staff's motivation and goal-setting methods. Armacost emphasizes motivation through collaboration, participation, as well as the aspiration to provide students and faculty the opportunity to utilize all the resources that the library offers. Those who have found their niche at Armacost did so through his/her yearning to provide students with a place to conduct research, ask questions, and gain a greater sense of knowledge. The level of motivation is high within the library, which will give the staff the overall capacity to succeed. Armacost also has clear, definite goals outlined in their objectives and mission statement. Paired with highly motivated employees, the ambition to accomplish the goals set out is within reach.

The last topic area discussed is the change in technology that the library is currently undergoing. The library is implementing a new library services platform (LSP) which would increase efficiency in research and service. Alma-Primo, the state-of-the-art product that will replace the old integrated library system, will help the library manage their holdings, patrons, and billing. Additionally, Alma-Primo will revamp the interface in which the users of the library

are currently familiar with by increasing the efficiency of research through the Primo “discovery layer”, which will allow student researchers to search across all of the library’s resources at once through one data search bar. The librarians and student workers will face a new challenge at work, as they will need to become entirely proficient in the new system. The interviews that we conducted with Janelle and Shana were incredibly informative as they shed light on many different aspects of the library and its internal organization.

EMPLOYEE SURVEY

The final data collection method that was used in conducting this research was an employee survey. The survey was directed at student workers, questioning them on their work environment, how successful their coworkers are with communication, and if they had any suggestions and/or information regarding the strengths and weaknesses of the library in general. The results of the survey indicated that the student workers were generally highly satisfied with their job, that their motivation levels were high, and that they believed the level of communication between student workers and management is high.

One of the student workers, for example, noted that his/her internal motivation levels were high as a result of his/her intention to become a librarian. Another student worker indicated that levels of communication are high between student workers and management because they utilize various forms of communication, such as telephone, email, and Moodle, to reach one another. Finally, the respondents of the survey suggested that the library should increase its efforts in informing students about the resources that they offer through an email blast or an FAQ-based page on the library’s website.⁸ The data collected through these various methods

⁸ Appendix B

helped us begin to formulate the potential implications that they may have on the library as an organization.

Deep Analysis

COMMUNICATION AND RELATIONSHIPS

Communication is used to transmit information in order to get something done.

Communication, which is essential to the success of any business or organization, functions as a means to generate ideas, build relationships, enhance coordination, and promote values.⁹ The Armacost Library employs decentralization, encourages horizontal communication, and supports cohesive high-performing teams in order to promote healthy communication within the workplace.

LIBRARIAN TO LIBRARIAN.

Decentralization, the process of delegating power from higher to lower levels within an organization, is a key component of the library's relatively flat hierarchy. According to Dr. Jerald Greenberg, the esteemed author of *Managing Behavior in Organizations*, decentralization allows several individuals, rather than just a handful of individuals, throughout the organization to make decisions.¹⁰ Decentralization within the library promotes managerial efficiency and empowers people who are closest to the problems to make decisions regarding those problems because the decision-making authority spreads further across the hierarchy as the hierarchy becomes more flat.¹¹ When employees feel that they are involved in the decision-making process and that their

⁹ Jerald Greenberg, *Managing Behavior in Organizations* (Upper Saddle River: Pearson, 2012), 241.

¹⁰ Greenberg, 158.

¹¹ Greenberg, 408.

input is valued and taken seriously, they are more likely to believe that the process is fair.¹² In an environment where everyone takes part in the decision-making process, employee commitment to the library and its leaders will thrive.

Armacost Library utilizes both downward communication, in which instructions, directions, and orders are passed down to subordinates, and horizontal communication, in which messages flow laterally as employees at the same level coordinate and work together.¹³ According to Dr. Paula Caproni, when organizations engage in horizontal communication, it tends to be easier to communicate and helps foster a friendlier environment.¹⁴ Horizontal communication within the library promotes a safe and relaxed working environment in an atmosphere where there are fewer conflicts regarding social barriers and social cohesion.

Librarians working in cohesive, high-performing teams are able to share skills and knowledge, perspectives, and experience in order to accomplish more and create better results.¹⁵ Throughout the library, communication and participation is encouraged within teams in order to produce effective results in reaching objectives. These high levels of interpersonal communication within the library's teams helps promote high-functioning teams and happier employees.

LIBRARIAN TO STAFF.

Although librarians are involved in monthly staff meetings, increased communication between librarian and staff members have far-reaching implications of a mutually beneficial relationship that can enhance staff and librarian relationships, and increase the incorporation of

¹² Paula Caproni, *Management Skills for Everyday Life* (Upper Saddle River: Pearson, 2011), 97.

¹³ Greenberg, 245.

¹⁴ Ibid.

¹⁵ Caproni, 304.

librarians and their resources into course objectives and improve student learning. Librarian to staff communication is limited, which has led many potential relationships to be undiscovered or underdeveloped. Unlike other librarians, subject-librarians, who focus on a specific subject for research needs, have the expertise, ability, and skills to have the ability to work closely with staff. Interacting with professors could promote a wider use of subject expertise in the development of assignments and projects, and expand the sharing of ideas.

Frequently, librarians are not well connected to researchers and staff, who could truly benefit from their specific knowledge and expertise.¹⁶ Developing closer ties with academic departments could increase the library's presence and research emphasis in many courses. The need for library assistance and research, however, will depend on the course and academic department. For example, the mathematics department will rarely seek out research on various fields, however, the business department could seize huge opportunities to optimize course concepts, projects, and research papers through the utilization of subject librarians.

Unknown to many students, professors have full discretion in the degree the library's incorporation in the research process. Some professors take the time to incorporate heavy research and librarian assistance throughout the course. In this, staff members have the ability to help bridge the gap between librarians and students to increase student frequency of seeking out librarians for research. This brings us to the next relationship; librarian to student.

LIBRARIAN TO STUDENT.

Limited and selective communication between the librarian and the student has

¹⁶ Research Libraries UK, *The Value of Libraries for Research and Researchers* (London: Research Information Network, 2011), <http://www.rluk.ac.uk/wp-content/uploads/2014/02/Value-of-Libraries-report.pdf>.

welcomed a gap in services and support provided by librarians, which is aimed at helping students pursue research initiatives. Promoting the library and its services across campus will make students more aware of the library's real, not perceived, value of the library and its functional ability. Librarians can help students in jumpstarting their research process and providing them with exceptional information for students to appropriately conduct research and present thorough papers. Librarians do not just pass along information; they produce information and help students create their own independent work.

Convenient access to high-quality research content is a foundational element for conducting good research.¹⁷ Libraries spend huge amounts of their finances on sustaining and developing their content collections; it's important that that information is being utilized by every individual, student or staff, in order to capitalize on the library's heavy data collections. In promoting the success of the institution, librarian expertise is necessary in building a thorough foundational knowledge about a specific subject. While librarians are more than happy to help, communication with students is vital to connecting that help with eager students who need it.

Further, increased communication with students could improve the library's physical functionality because libraries will often adapt to students' needs, such as creating a space for collaboration and group work, as they could gather that data and figure out what is important for students. Receiving student feedback through white-board demonstrations is helpful, but the library should pursue more aggressive forms of communication in order to provide students with the resources and space that they need to excel. Increased communication with students would also lead to a higher profile for the library across the institution, which could promote financial

¹⁷ Research Libraries UK, *The Value of Libraries*.

investment into the library's physical space.

MOTIVATION AND GOAL-SETTING

MOTIVATION.

As Armacost Library motivates employees and encourages participation, collaboration, and energy, motivation plays a critical role in the strengthening performance and job satisfaction. Motivation is a complex concept to ignite in every employee; it is multi-faceted and individuals can be motivated, and similarly un-motivated, by different things. People can find motivation through many different aspects of a work environment, including challenging work, a team-oriented environment, opportunities for promotion, and incentives to succeed. Contrary to popular belief, employee motivation requires more than just money.¹⁸

Armacost Library emphasizes the motivational fit approach, which stipulates that “motivation is based on the connection between the qualities of individuals and the requirements of the jobs they perform in their organizations”.¹⁹ Intuitively, the better an individual's traits and skills match their job requirements, the more motivated they will be. Hiring individuals that can relate to the motivational fit approach increases that individual's capacity to succeed, and in turn, increases the library's overall capacity to succeed.²⁰ While it's important to match an employee's skills to their job requirements, it's also important to match an employee's job to their interests in order to increase employee motivation. The more people find that they are able to fulfill their interests while on the job, the more satisfied they tend to be with that job.²¹ High levels of job

¹⁸ Greenberg, 174.

¹⁹ Greenberg, 175.

²⁰ Ibid.

²¹ Greenberg, 158.

satisfaction keep distractions within the workplace low, which help keep motivation levels high.

GOAL-SETTING.

Just as people are motivated to fit within their organization, they are also motivated to strive for and achieve goals. Goal-setting, in which goals serve as a motivator, is one of the most potent motivating forces acting on people.²² In setting compelling and direct goals to enhance motivation, they should be specific in order to motivate employees; these goals are typically more challenging and they inspire employees to meet performance expectations. While it's important to challenge an employee, goals cannot be too challenging that they are not attainable; this hinders employee motivation and interferes with high performance.²³

Armacost Library, as an overarching organization, has clear, definite goals outlined in their objectives and mission statement; however, it's important to focus on developing goals at the group-level to increase team development and employee engagement. High-performing teams and employees should embrace designing SMART goals that will enable teams to recognize how they will pursue objectives by defining concrete and actionable steps.²⁴ SMART goals are specific, measurable, aligned, realistic, and time-bound; setting these goals will encourage employees to prioritize their work, focus their energy, and hold each other accountable.²⁵

Setting goals at the group-level, rather than at the organizational level, will inspire employees to perform beyond the expectations of others, reignite motivation and energy in the

²² Greenberg, 177.

²³ Greenberg, 180.

²⁴ Caproni, 311.

²⁵ Ibid.

workplace, and increase productivity.²⁶ When connected to their goals, employees find purpose in the workplace by working to achieve those goals. Further, SMART goals will help team members communicate progress to management in a clear and measurable way, which will help management assess employee performance.

CHANGE IN TECHNOLOGY

ADVANCEMENTS IN TECHNOLOGY.

Almost every organization relies on technology for day-to-day operations, and the Armacost Library is no exception. Accompanied by a rapid and global technological transformation is the rising obligation to implement technological advancements not only to keep up with technological trends and demands, but also to increase the efficiency, productivity, and talent within the workplace.

This summer, the Armacost's internal library system will be replaced with a modernized system that will support smooth-running operations through efficiency and organization. Where research is a key component of operations, Armacost's strategic plan to upgrade the system has placed them in an optimal position to provide higher quality research to staff and students; the system will provide opportunities to improve research practices and save time in the research process. As research is a critical part of education, exploiting the best resources through a modernized system will help provide high-quality research, increase intellectual scope, and gain a competitive advantage over other institutions in maintaining a research and tech-savvy campus.

ORGANIZATIONAL CHANGE.

Armacost Library's technological advancement is a second-order change that involves

²⁶ Greenberg, 117.

significant shifts in different levels of the organization, which has huge implications of possibly destabilizing an organizational structure. Armacost Library should be prepared to evaluate the organizational changes that might accompany such changes in technology, and identify the organizational structure that will best help the organization achieve its objectives in light of the impact that the changes might make on structure.²⁷ Without a strong and cohesive communication system, management would have had to dedicate time to identifying resistance to change or individual barriers that employees might have regarding the change; management did not have to convince employees to welcome the new system because everyone was on-board and excited about not only the changes, but also the beneficial implications of those changes.

COST, TIME AND RESOURCES.

While the library's technological upgrade will be seen by everyone who enters the library's website, including librarians, staff, and students, the internal workings of the system requires intimate training for each librarian and employee, which is time-consuming and costly. Training required for the new system is expected to take about a year, and the library is closing in on the end of training. This system will benefit each individual using it, but if the training of the system is not properly executed or successful, then the new system cannot be used to its full potential in order to benefit students and staff. Although this technological change is simply an anticipated upgrade to the old system, it will transform the operations of how smooth everything works, and the library's dedication to ensuring that each employee is entirely competent and knowledgeable in the new system will ensure an effortless transition.

The cost to implement the new system and train librarians and staff to become proficient

²⁷ Greenberg, 402.

in the system will undoubtedly cringe into Armacost's finances, but these changes require such investments for a more efficient and proactive library. Armacost's management has weighed the cost of improvements against the added value that the new system provides, and the value is worth it. Libraries are not always equipped to promote change, as these types of organizations experience resistance in modifying practices and efforts.²⁸ In some institutions, libraries have to overcome traditional views about their proper role, however, Armacost is embracing the potential to add new value to the university's students and staff in their pursuit to support and administer better research.²⁹

Recommendations

The three topics of communication, motivation and goal-setting, and technological advancements have both positive implications, as well as adverse effects, that may be inhibiting Armacost from reaching their full potential. In order for the library to leverage their strengths and begin tackling the obstacles that might hinder their success, we believe that the following recommendations will help Armacost along the way.

COMMUNICATION AND RELATIONSHIPS

In terms of internal communication, the library is performing extremely well; decisions are made together, committees have been put in place, and meetings are set in stone. Despite the possibility of groupthink, the idea that individuals conform to the majority when decisions have to be made, and social loafing, the idea that, in large groups, each individual contributes less when decisions have to be carried out, the cohesion among the library's staff is quite impressive.

²⁸ Research Libraries UK, *The Value of Libraries*.

²⁹ Ibid.

³⁰ With that being said, communication is a major asset for the library as a whole and it is important they leverage that strength. In other words, the library should continue doing what they have done in the past, while at the same time make slight changes in order to improve communication even more.

As discussed, it is hard for the Armacost librarians to be any more transparent with each other than they already are, however, one recommendation that we have is for employees to continue actively listening to one another.³¹ By listening with intensity and demonstrating acceptance for other ideas, as they have proven to do, the library's internal communication will continue to thrive. While internal communication within the library clearly distinguishes itself as a strength, there is room for improvement regarding communication between library staff and university faculty, as well as library staff and students.

In order to improve communication between library staff and students, communication between staff and faculty must take place; we believe it is the faculty who will bridge the gap between staff and students. At the University of Redlands, faculty have a lot of freedom in how they incorporate librarians and the research process into their course. Dr. Randolph, for example, requires his BUS-226 students to utilize Janelle Julagay as a resource while working on their comprehensive research projects. As Dr. Randolph facilitates interaction between his students and Janelle, he encourages student/librarian communication and promotes thorough, detailed research.

Since the amount of research conducted varies greatly depending on the course being taught, business and economic students are much more likely to utilize library resources than, for

³⁰ Greenberg, 278.

³¹ Caproni, 114.

example, a chemistry major. With that being said, even business students like ourselves do not utilize the library as much as we should. To increase library use among students and to ensure that students take advantage of available resources throughout their college careers, we recommend a mandatory course, perhaps a freshman seminar, that is library and research dependent. This would help students feel more integrated and familiar with the library, and allow them to see the true value that the library and its staff bring to the university.

Although we believe that a required course would be useful, we foresee that the process of implementing this course might be a difficult undertaking. Furthermore, we understand the library's concern that a mandatory class could possibly take away from the authenticity of the library and its resources, a concept that Janelle and other library associates really aim to emphasize. To promote these resources while maintaining their authenticity, we suggest the library hold multiple seminars throughout the semester in order to explain the resources and services that the library has to offer.

Professors can further bridge the gap between students and librarians by informing students of the seminars and encouraging students to attend by offering incentives, such as extra credit. Even more, if possible, professors can incorporate the seminars into class time, which will ensure high levels of attendance. During the seminars, we suggest that the subject librarians use effective communication to mobilize student action.³² To do so, personal stories describing times in which students learned new skills and applied them to real life situations should be used.

MOTIVATION AND GOAL-SETTING

The next recommendations that we have for the library lie under the topic of motivation

³² Caproni, 131.

and goal-setting. According to Janelle, Armacost Library acknowledges the motivational fit approach in hiring people who are a good fit for the required job responsibilities and library environment.³³ In turn, employees are internally motivated because they feel comfortable and confident in the work they are doing. While it may not seem necessary to increase employee motivation at the Armacost Library, doing so may help the organization's goal-setting processes, which is an area that we believe could be further developed.

Although Armacost has established an overarching vision and four profound initiatives, there are no concrete steps aimed at achieving their overarching goals. As part of the library's vision is to "inspire students to engage in self-directed inquiry," our previous recommendations for engaging and motivating students still apply. As for the library's initiatives, we believe it essential that employees begin working towards the four goals. To successfully do so, we recommend that the library splits employees into separate committees that will each have a designated leader; organizing separate committees will help combat the conflicts, such as not inability to come to a solid consensus on how to accomplish tasks or solve problems, that might accompany a relatively flat hierarchical structure.

Having four separate committees that take on different tasks according to individual skill sets will make the decision-making process easier and speed up the accomplishment of organizational goals. We recommend following up with each committee at the end of each month to discuss progress and accomplishments in order to further increase motivation within the organization. In all, the process of grouping workers relates to the job characteristics model in that it allows for task identity, or the degree to which a task is completed from beginning to end,

³³ Greenberg, 191.

and encourages employee feedback.³⁴

CHANGE IN TECHNOLOGY

Lastly is our recommendation for the technological changes that are currently being worked on. While the implementation of the new software system will be extremely beneficial in the long run, it is not a simple process. Although the library has already implemented a training program, we feel it would be beneficial to give a few training recommendations as we do not know exactly how this training program is being administered. First, both library staff and student workers should partake in apprenticeships.³⁵ This training method includes teaching job-skills through a combination of on-the-job training as well as classroom training. For this to take place, multiple librarians must know the ins-and-outs of the new system in order to pass the information on to other employees.

During these apprenticeships, it is important that Armacost's leaders, such as Janelle, promote active participation and encourage repetition in order to ensure transfer of training and offer feedback.³⁶ It is important for employees to get a great deal of hands-on practice with the new system before completing training. Furthermore, trainees need to receive feedback to understand whether or not they are succeeding.³⁷ Without incorporating all of these factors, training will not be as effective and the barriers to change will not be broken. The most relevant individual barrier that might exist within the library's workforce is habit, or the idea that jobs are well learned and easy to perform. With that being said, the library staff may be resistant to

³⁴ Ibid.

³⁵ Raymond A. Noe, "Training Employees," in *Fundamentals of Human Resource Management*, (New York, New York: McGraw-Hill Education, 2016), 213.

³⁶ Greenberg, 88.

³⁷ Noe, 219.

learning new ways to operate.³⁸

In addition to training library employees, students must also be provided with training, as the software system will change the overall face of the library's website. While we know this will not need to take place until next semester, we recommend establishing a plan over the summer in preparation. We suggest creating an E-learning training program, similar to the new housing portal, that includes a combination of videos for students to observe the different functions. Further, requiring the completion of training modules prior to using the system will not only help students understand how to use the system, but also help introduce students to the library's resources in order to facilitate use of those resources later on.³⁹ This will increase student efficiency in research inquiries and curtail the amount of questions and problems that the library staff will need to respond to.

In all, the Armacost Library is a successful organization on the University of Redlands campus. By leveraging their strengths and making slight adjustments to improve their overall internal operations, the library is likely to experience continued success. By actively listening to one another and increasing student engagement, building committees to make and carry out decisions, and creating effective training programs, the Armacost Library will thrive in terms of communication, motivation and goal setting, and change in technology.

³⁸ Greenberg, 451.

³⁹ Noe, 212.

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Appendix A: Interview Questions

What does your position at the library entail?

- Do you do anything else at the University?
- From our research, we know that faculty are able to meet with students individually or with a small group by appointment. Do you usually find these meetings to be successful?
- Do you have a lot of freedom when completing tasks or are you given specific direction?
- Do you feel your role at the library is of great value to the organization? The University as a whole?

Who are the main decision makers at the library?

- Is one person making the decisions for everyone or do other individuals have a say?
 - Do you believe this is the right way to go about making decisions? Why or why not? (What are the consequences of the decision making process)
- Does the organization encourage minority opinions (from student workers, etc.)?
 - Do those ideas get ignored?
- Is it difficult to get everyone in the organization to accept/agree with the ideas?
 - If not, how is everyone in the organization kept motivated?
 - Performance evaluations? Feedback? Is there a blanket mode of motivation (especially for students who may not be as invested in the job)?
- What are the basic decisions that are made throughout the year?

What is the communication between employees like?

- Describe the organizational culture
 - Is there conflict? Enthusiasm?

What are the goals of the library?

- Are there overarching goals that span farther than day-to-day decisions?
- Are these goals clearly defined to other members of the organization?
- Are there any struggles faced by the organization that prevent you from achieving these goals?
 - With so many databases, pieces of literature, and sectors of the university, is it hard for the library to stay organized?
 - Or is there a different faculty member for each different part of the university?
 - Do you all work separately but share the same goals?

Other strengths and weaknesses you feel are prominent in the organization?

- Is the library willing to implement new strategies and make necessary changes?
 - That is what we are here to do – learn the key strengths and weaknesses and eventually make recommendations regarding development areas.

Appendix B: Employee Survey Questions

1. How satisfied are you with your job?
2. How would you rate your level of motivation at work? What motivates you? (Ex. money, challenging work, opportunities for promotion) Name one or two things that management does to keep employees motivated.
3. How would you rate the level of communication between management and employees?
Would you be interested in being more involved in meetings and decision-making? Name one or two aspects of communication that could be improved.
4. How can the library improve its communication with students? In what ways do you think the library could draw in more students to utilize its space and resources?
5. How would you describe the library's culture/environment? (Ex. fun, challenging, open to ideas, team-oriented, etc.)
6. What are some of the library's strengths?
7. What are some of the library's improvement areas?