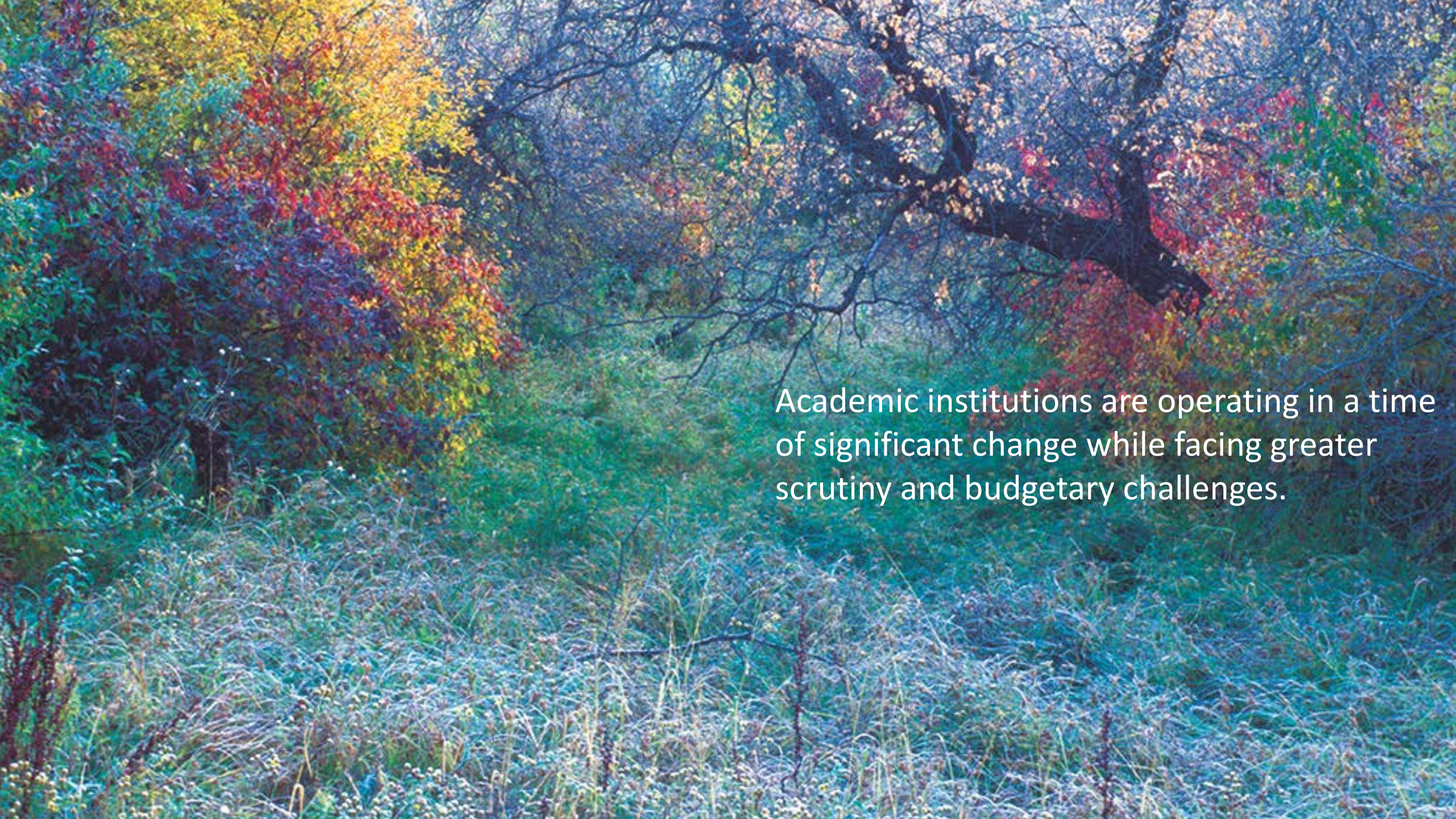





Sustainable Growth with Sustainable Resources

Using change management, participative consultation, and grassroots planning
for a new future

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A photograph of a forest during autumn. The trees are covered in vibrant foliage, with shades of yellow, orange, and red. A large, dark tree trunk is visible in the foreground on the right side. The ground is covered in tall grasses and some small white flowers.

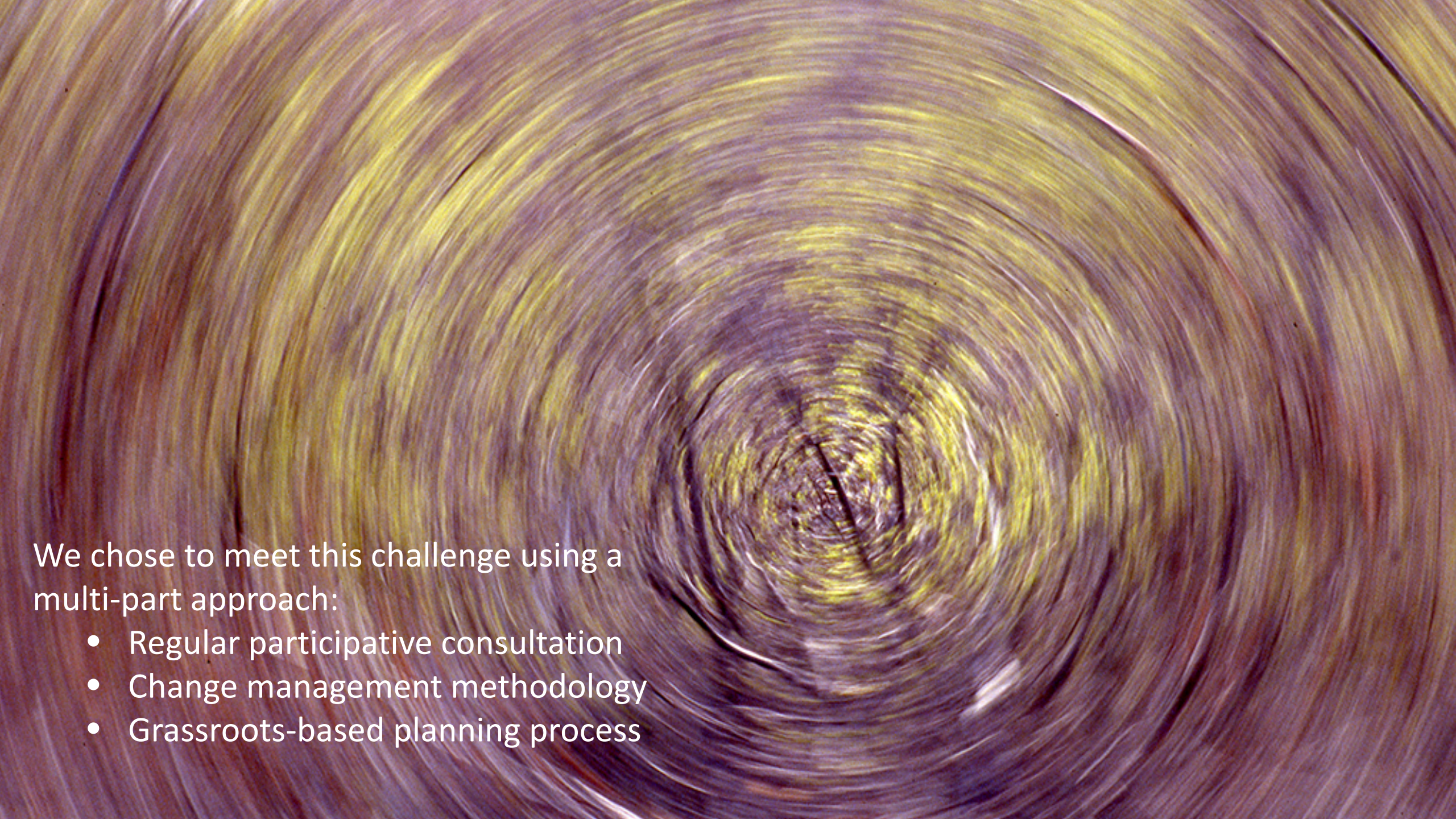
Academic institutions are operating in a time of significant change while facing greater scrutiny and budgetary challenges.

A dramatic sky with dark, heavy clouds and a bright light source breaking through, silhouetting a house and utility poles. The scene is captured in a low-angle shot, emphasizing the scale of the clouds and the silhouette of the building. The lighting is a mix of deep blues and dark greys, contrasted with a bright, almost white light source that creates a strong glow and lens flare effects. The overall mood is one of intensity and transition.

Locally we are moving toward Responsibility Centre Management (RCM), increasing the need to overtly demonstrate the value of the library.



These factors require our librarians to undertake new responsibilities, learn new skills, and engage with learners and researchers in new ways.



We chose to meet this challenge using a multi-part approach:

- Regular participative consultation
- Change management methodology
- Grassroots-based planning process

Participative consultations,
structured in a workshop
format, fully involved librarians
in shaping and implementing
the change.






Even the smallest change can be difficult to implement if people are comfortable with the status quo. Change management built an awareness of the need for change and excitement about moving forward.

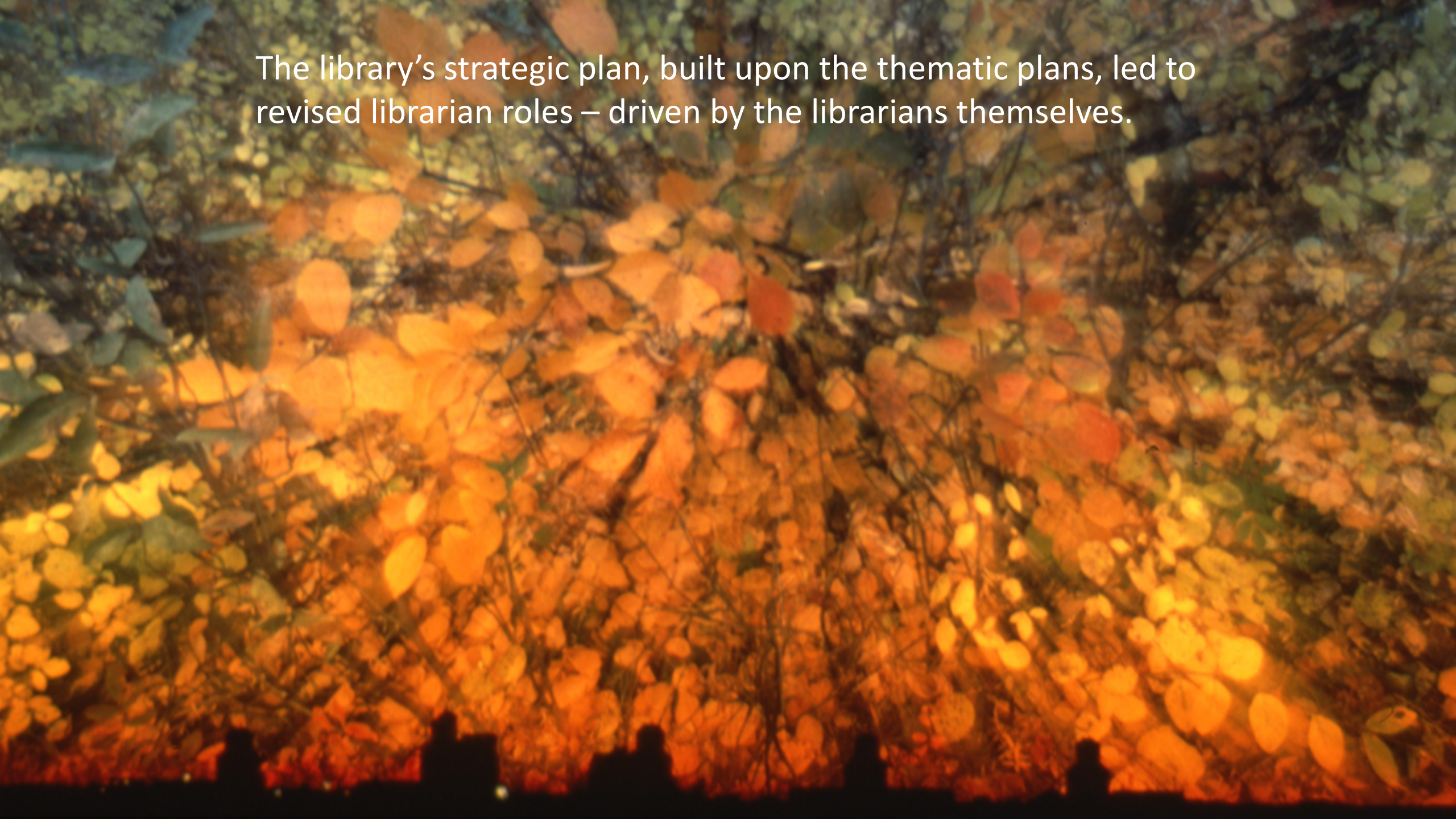
We turned our planning process completely around to ensure broad engagement, employee ownership in the plan's outcomes, and responsibility for the plan's actions.




A close-up photograph of a pink flower bud, partially open, with green leaves and stems in the background. The flower is the central focus, showing its delicate petals and a small yellowish tip at the top. The background is a soft, out-of-focus green, suggesting a natural setting. The lighting is bright, highlighting the texture of the petals.

We are the beginning stages of assessing the viability of our approach, but thus far results have been positive.

The library's strategic plan, built upon the thematic plans, led to revised librarian roles – driven by the librarians themselves.






By engaging librarians in shaping the change, it has become *their* change and they now have a stake in ensuring its success.



There is now deeper understanding across the library about why the strategic actions are what they are.



Change is difficult and often met with resistance. Consultation, planning, and the use of change management help employees remain enthusiastic, positive, and willing to adapt as libraries and their priorities evolve.

Thank you

All images from the Courtney Milne fonds of the University of Saskatchewan Library
library.usask.ca/courtneymilne

- 1 – Dawn mist in grove of trees 218-326
- 2 – First frost at Wanuskewin 512-236c
- 3 – House silhouetted in front of storm clouds 269-270
- 4 – Buffalo in snowstorm – close-up of adult 010-257
- 5 – Spring greenery 258-352
- 6 – Butterfly in purple flowers 033-089
- 7 – Rare jumped-up-green plant on active sand dune 031-372

- 8 – Close-up of morning dew on grasses 027-104.1.sm
- 9 – Celebration 019-228s
- 10 – Penstemons and dancing discs 087-162
- 11 – Golden field, blue sky – near Saskatoon 257-560
- 12 – Golden hills at sunset 091-509
- 13 – Tree bark peeling like fire 258-431
- 14 – Fir tree – camera motion 217-104

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