

The background features a soft-focus illustration of autumn foliage. On the left side, there is a dense cluster of colorful leaves in shades of yellow, orange, and red. On the right side, there are several thin, vertical tree trunks with sparse, light-colored foliage. The overall color palette is warm and seasonal, with a light, airy feel.

**Ch-ch-ch-ch-changes:  
Embracing inevitable change in  
the workplace**

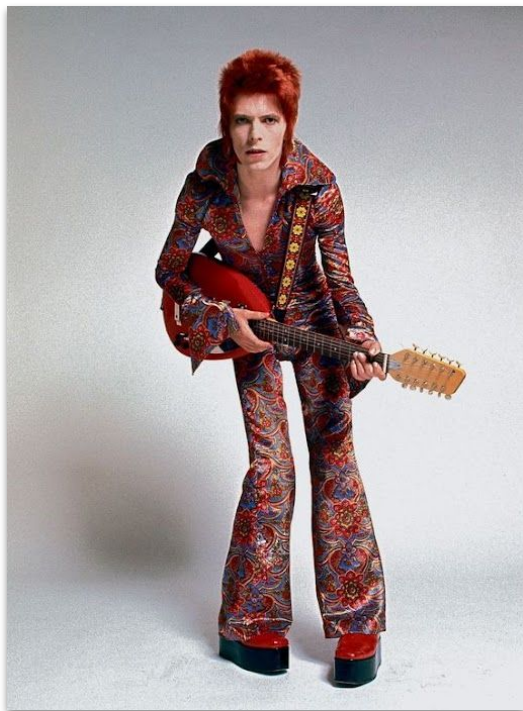
**MARAC Fall Virtual Conference 2024**

# Who we are

Margaret Turman Kidd

Senior Curator for Health Sciences in Special Collections and Archives

Joined VCU in November 2010



David Bowie, 1971

Chrystal Carpenter

VCU Libraries, Head, Special Collections and Archives

Joined VCU in November 2022

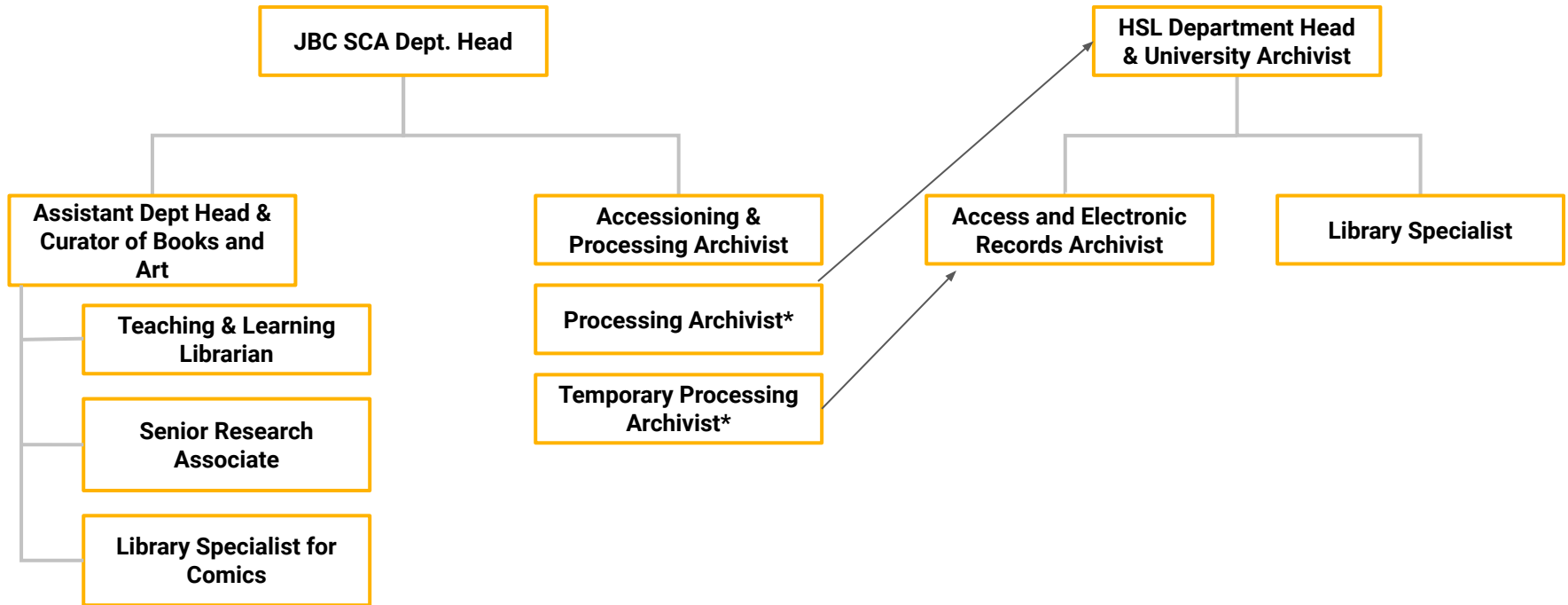


David Bowie, Labyrinth, 1986

The background features a soft, painterly style illustration of an autumn scene. Numerous maple leaves in shades of red, orange, and yellow are scattered across the frame, some appearing to fall. In the lower right, there are stylized trees with thin trunks and rounded, colorful canopies. The overall color palette is warm and gentle, with a light cream or off-white background.

# **Department Overview**

# How it Started (Dec 2018)

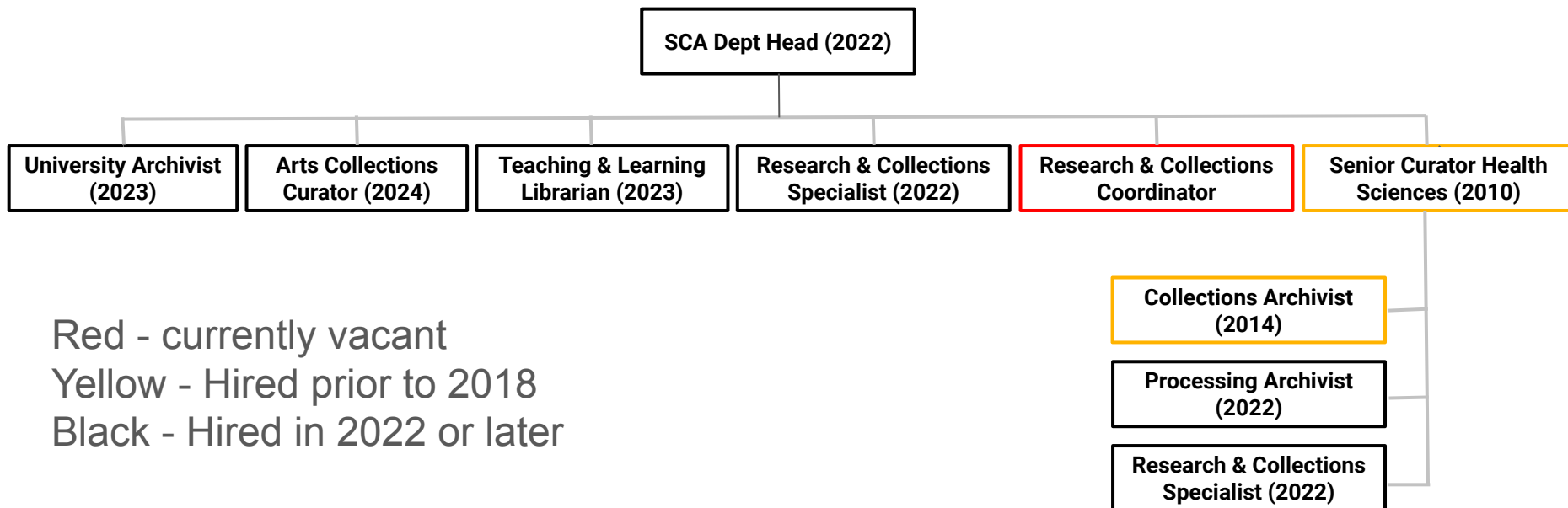


\* Physically located at JBC, but supervisor is at HSL

# Rapid Fire Change

2019	2021	2022	2023	2024
<p><b>Rumblings of Change</b></p> <p>JBC Dept Head leaves (7 yrs)</p> <p>Assistant Dept Head become Interim Head, holds position until 2021</p> <p>Accessioning and Processing Archivist leaves (3 yrs)</p>	<p><b>Major Changes</b></p> <p>New Library Dean</p> <p>Two SCA departments merge into one; have interim Dept. Head after merger</p> <p>Senior Research Associate retires (31 yrs)</p>	<p><b>Retirements, Departures, and New Hires (oh, my!)</b></p> <p><b>Departures</b></p> <ul style="list-style-type: none"><li>- Library Specialist for Comic Arts retires (25 yrs)</li><li>- Library Specialist leaves (17 years)</li><li>- Teaching &amp; Learning Librarian leaves (5 yrs)</li></ul> <p><b>Hires</b></p> <ul style="list-style-type: none"><li>- Processing Archivist</li><li>- 3 Research and Collections Specialists</li><li>- New Dept. Head</li></ul>	<p><b>More Departures and Hires</b></p> <p><b>Departures</b></p> <ul style="list-style-type: none"><li>- Former HSL Dept. Head &amp; University Archivist retires (45 yrs)</li><li>- Senior Curator (also former Assistant Dept Head) leaves (21 yrs)</li></ul> <p><b>Hires</b></p> <ul style="list-style-type: none"><li>- New University Archivist</li></ul> <p><b>Promoted</b></p> <ul style="list-style-type: none"><li>- Access &amp; Electronic Records Archivist → Senior Curator for Health Sciences</li></ul>	<p><b>And a few more...</b></p> <p><b>Hires</b></p> <ul style="list-style-type: none"><li>- Arts Collections Curator</li></ul> <p><b>Departures</b></p> <ul style="list-style-type: none"><li>- 1 Research and Collections Specialist (6 yrs)</li></ul>

# Where We Are Now (Nov 2024)



Red - currently vacant  
Yellow - Hired prior to 2018  
Black - Hired in 2022 or later

The background features a soft, painterly style illustration of an autumn scene. Numerous maple leaves in shades of red, orange, and yellow are scattered across the frame, some appearing to fall. In the lower right, there are several trees with thin trunks and dense, colorful foliage in shades of orange, red, and yellow. The overall color palette is warm and gentle, with a light cream or off-white background.

# **Rebuilding and Approaches**

# Relationship Building

- One-on-one meetings
- Team celebrations, activities
- Lunches, coffee
- Casual conversations



# Organizational Leadership & Team Development

- Establishing routine department meetings, reporting out to libraries
- Vision planning
- Strategic planning
- Retreat (not just work!!!)



Beautiful views and  
goats on our staff  
retreat

# Continual Growth



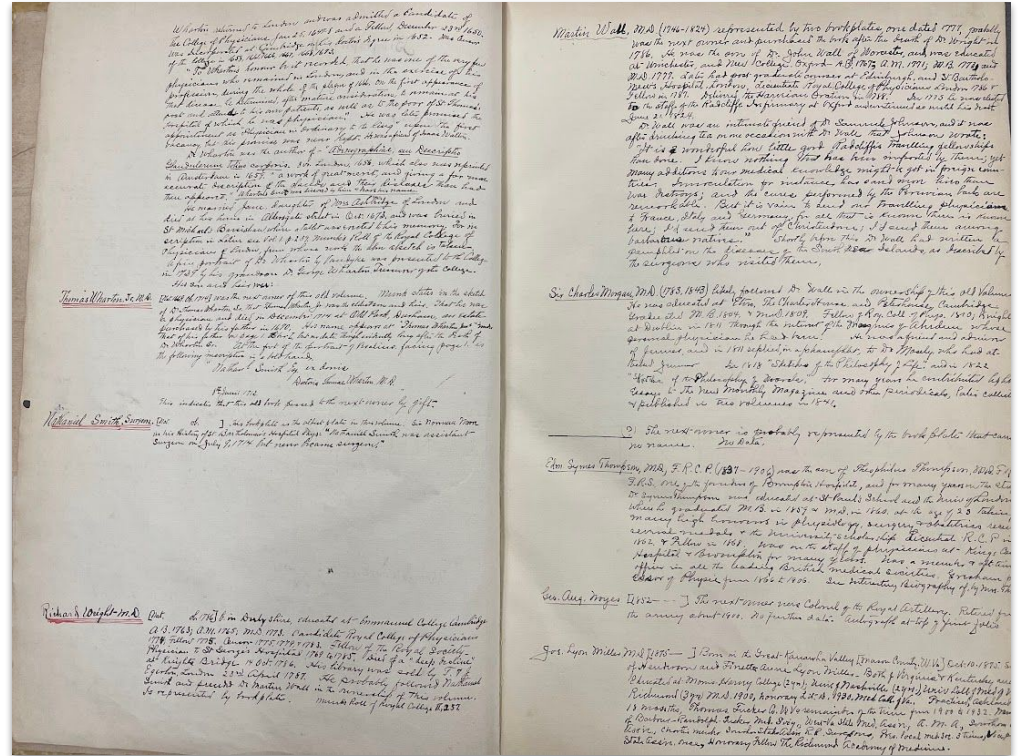
- Professional development, leadership trainings
- Mentorship, professional relationships
- Appreciative Inquiry, strengths based leadership

The background features a soft, painterly style illustration of an autumn scene. Numerous maple leaves in shades of red, orange, and yellow are scattered across the frame, appearing to fall from the top. In the lower right corner, the trunks and lower branches of several trees are visible, with their foliage rendered in a blurred, watercolor-like texture of warm autumn colors. The overall lighting is bright and airy, creating a gentle, seasonal atmosphere.

# **Opportunities and Outcomes**

# Documentation

- Processing manual - processing pause
- Collection development
- Legacy department information
- Student/internship manual



Vesalius, *De hominis corporis fabrica*, VCU Libraries, provenance information handwritten in the front of the book.

# Reorganization and Recrafting Job Descriptions



- Full-time University Archivist
- Senior Curator of Health Sciences - changes in position
- Re-aligning job descriptions, titles, roles
- Departmental teams -providing leadership opportunities within SCA committees (User Services Team, Processing Team, Instruction and Outreach Team)

# Takeaways

- Change always happens, finding ways to sit with that
- Nothing has to be permanent; try things to see what works
- Re-evaluate, find places for small corrections to stay on track - the work of a responsible manager is never done



The background features a soft, watercolor-style illustration of an autumn scene. Numerous maple leaves in shades of red, orange, and yellow are scattered across the frame, some appearing to fall. In the lower right, there are faint outlines of trees with colorful foliage. The overall color palette is warm and gentle, with a light cream or off-white background.

**Thank You!**

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