

Joseph R. Diaz

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Curriculum Vitae Statement of Objectives for 4 year review

I began working as Assistant to the Dean for Staff Development, Recruitment and Diversity at the University of Arizona Library on June 1, 1992. Before that, I was a reference and instruction librarian at the University of Michigan Undergraduate Library for nearly five years. I had no experience with staff development or administrative level work prior to accepting the position here. (The position itself had not even existed before). While my skills were centered in the areas of reference, bibliographic instruction and diversity related activities, I knew that I had the ability and energy to do this work and that my new job would be a challenge, but I had no idea that it would be one of the greatest challenges I'd ever faced.

It seems like I had only been here a month or two when something called "organizational restructuring" crept into the picture. Wow!! Talk about a challenge! I suddenly found myself responsible for providing programming and training on organizational change, team development, team leader development, effective meetings and a slew of other topics that needed to be addressed as the University of Arizona Library ventured forth into uncharted waters. There was so much to do, and I while I felt responsible for providing staff with high quality training and programming, there was no how-to manual to be found anywhere. I had to learn my job mainly through trial and error, with a great deal of coaching from my supervisor and colleagues.

As it was and is now, I have several major responsibilities, including coordination of staff development training and programming, diversity programming, professional recruitment of underrepresented minorities, and organizational leadership, as a member of the former Ad Group and the current Dean's Cabinet. I feel confident in stating, three years later, that I have made a significant contribution to the success of this organization. I have met the challenges that this position has presented, and while I know that there is so much more to learn and do, I am proud of my accomplishments to date.

Within my primary job, my goals have been to be an advocate for diversity within the Library and the campus at large, to be an effective member of Dean's Cabinet, to learn staff development and do a high quality, effective job at it, to help the Library move forward as a team-based organization, and to contribute to the diversification of the staff through successful recruitment at the professional level.

I believe that, for the most part, I have met these goals. However, the Library as a dynamic team-based organization, is

still changing, and along with such change come new and/or different challenges and opportunities for improvement. I look forward to these opportunities. I see them as a chance to get even better at what I do. I know my position is an important one, and I value it greatly. For me, it is much more than just a job, it's a source of pride and fulfillment.

To illustrate my last statement, I would like to turn to the areas of scholarship and service. In addition to my primary responsibilities, I have made it a point to find time for scholarship and service, and while I feel like I need to continue to devote even more energy to these aspects of my professional life, I believe I have succeeded, given the challenges of my primary duties, in making a significant contribution in these areas.

While I find the challenges that scholarly activity presents to be difficult at times to fit in to my busy schedule, the benefits of collaborating with my colleagues, doing research and writing, and then having something published are indescribable. To date, my publications have focused on bibliographic instruction and various aspects of diversity in libraries, and while I want to do more research on diversity within organizations, since the experiences I have had in this area at the University of Arizona Library have been invaluable and worth sharing, I look forward to doing much more research and writing in the area of staff development. One of my goals is to write about my experiences with the organizational restructuring process, and to share with my colleagues that are just beginning to explore restructuring and team-based organizations some of the insights I have gained and lessons I have learned as coordinator of staff development and training at the University of Arizona Library these past three years.

In the area of service, I began to get involved with organizations such as the American Library Association and REFORMA, the National Association for the Promotion of Library Services to the Spanish Speaking, while I was employed at the University of Michigan. To date, I have served on various committees in different capacities within these organizations. Since taking on my position at Arizona, I have also begun to get involved at the State and local levels with several organizations. I thrive on these activities and see them as my opportunity to connect and contribute to the betterment of our society at large. The skills I have learned in my primary job are invaluable, and it is an honor to be able to transfer them to my service activities.

While I have stated some of my current goals already, I would like to reiterate them. First, I would like to increase my level of expertise in the area of staff development and to share what I have learned with my colleagues around the country. I believe that the University of Arizona Library's experience with organizational restructuring needs to be communicated as widely

as possible. For this reason, I have a couple of projects in the works that will help me reach this goal. First, Shelley Phipps and I are co-authoring a paper entitled "The Evolution of the Roles of Staff and Team Development in a Changing Organization: The University of Arizona Library Experience", which has been accepted by a peer review committee for presentation at the "Finding Common Ground Conference" at Harvard University next Spring. Secondly, I am currently collaborating with my colleague Chestalene Pintozzi on an article we plan to have ready for publication early next year that outlines what we see has worked so far with the restructuring process and what needs fine tuning.

My second goal is to continue to systematize processes that are related to the day to day functions of my job as staff development officer. These include needs assessment, funding procedures, workshop setup functions and marketing of programs. While I have made some strides in these areas, there is still more work to do on them, particularly in the area of needs assessment.

My third goal is to continue to promote diversity both within the Library and the campus community. Recently, I was appointed to the University Diversity Action Council and have once again become involved with the local chapter of the Arizona Association of Chicanos in Higher Education. I plan to use the knowledge and expertise I have developed working with the Library's Diversity Council and with Dean's Cabinet to make a difference in these two organizations. I believe that the skills I am learning will help me to be an effective team player, and even a leader within these groups.

Finally, my fourth goal is to learn all I can about Peter Senge's theory of the learning organization and to help the Library staff understand and embrace the concepts and principles that drive this particular theory. At a recent conference in San Francisco, I had the honor of spending a day with one of Senge's most inspiring colleagues, Sue Miller Hurst. While there were many things that Ms. Hurst shared that day, the one thing that inspired me the most was the notion that we need to acknowledge, value and honor one another, and strive to not just build an effective or efficient organization, but a community with a common purpose and a shared vision, one that values learning, risk taking and creativity. While this may be a monumental task, it is not impossible, especially since the University of Arizona Library has a great bunch of folks working for it and because we have already come quite far as a learning organization.

In conclusion, the past three years have been exhilarating, exhausting and challenging, but I don't think I'd rather be anywhere else. The library restructuring process has been an incredible learning experience for me personally, and I look forward to growing and learning even more as I move toward achieving continuing status here at the University of Arizona Library.