A COLLABORATIVE ORGANIZATION

This model represents how strategies are formed and executed. This strategic model works in conjunction with library reporting lines.

**Executive Leadership Team:** The Dean of Libraries’ direct reports. This group facilitates administrative communication.

**Operations Team:** Leaders of 16 library work groups and the director of Northwestern University Press. This team is responsible for determining how the strategy of the libraries is fulfilled through operational decisions.

**Planning Council:** This body is made up of the Dean of Libraries; the Portfolio Holders for Collections Strategies, Digital Strategies, Organizational Development Strategies, and Research and Administrative Strategies; the Work Group Leader of Assessment and Planning; and two representatives from the Operations Team. This council discusses library strategy, develops new initiatives, and sets library-wide priorities.

**Portfolios:** The portfolios are six strategic areas of focus for the library, and the portfolio holders focus on advancing the library’s strategic plan.