

LC Meeting, May 14, 2009

Scenario A

The dominant modality for delivery of the Libraries' resources and services is via the network

- All physical collections are off-site and delivered on demand to clients
- Public, on-campus library spaces are focused on collaborative and private work spaces, instruction, specialized lab/consulting/media support, and partnering with other service providers, e.g. Writing Program, DUE Office of Undergraduate Advising and Academic Programming

Guiding principles: 1) on-site v. off-site and 2) digital v. tangible

- Space Program
 - Collaborations
 - 24 hr.
- IT Infrastructure
 - Hardware
 - Software
 - Backup
 - Development
- Off-Site Operations
 - Print Access/Management
 - Scanning
- Client Services
 - Instruction
 - Research consultation
 - Reference
 - Selection
- Online User Experience
 - Like Amazon
- Information Processing
 - Purchasing
 - Licensing
 - Processing

- Cataloging
- Administration
 - HR
 - Fundraising
 - Marketing/Communication
 - Budget
 - Assessment

Scenario B

Functional service model that builds on the affinities and high-level alignments needed among work groups that will enable efficient processes for content and service delivery in a consolidated design

- All on-campus physical collections located in one library capped at a maximum of 750K volumes
- Organizational focus on broader core functions that insures sufficient aggregation of staff while also providing flexibility and agility

Organizing Principles that would influence this design:

1. Centralize and standardize general services and processes where appropriate
2. Customize and specialize services targeted to specific user communities
3. Organization will require subject and technical expertise
4. Libraries organizational structure must connect to MIT organizational structure at multiple levels

Organizational Groupings

A. General User Services

1. Discovery / User Experience
2. General Instruction
3. Reserves
4. General Reference
5. Delivery of e-content
6. Circulation
7. Retrieval of Physical Collections
8. Interlibrary Loan

9. Interlibrary Borrowing
10. Multi-Media User Services

B. Specialized User Services

1. Selection
2. Research Consultation
3. Liaison
4. Outreach
5. Archival Services
6. Video Publishing
7. Special Formats
8. Scholarly Communication
9. Data Services
10. Science Data Services
11. GIS Services

C. Managing Information Resources

1. Cataloging
2. Metadata
3. Acquisition
4. Print Collection Management
5. Digital Collection Management
6. Processing
7. Print Preservation
8. Digital Preservation
9. Conservation
10. Archival Collections
11. Records Management
12. Licensing
13. Rights Management

D. Infrastructure

1. Finance
2. HR
3. Facilities Management
4. Communications
5. Resource Development
6. Research and Development
7. Technical/Technology Infrastructure
8. Video Infrastructure
9. Space Provision – Collaborative, Study, Collections, Staff

Scenario C:

Libraries are organized around specific market segments, e.g. faculty, undergraduates, graduate students, postdocs/researchers, and administration

- Public, on-campus library spaces will be reduced to a subset of the spaces we currently occupy.
- Collaboration with other partners is increased in collections, access, instruction, and reference

A segmentation to consider:

Teachers, learners, researchers, supporters (those who support the work of the institute). This segmentation recognizes that each member of the MIT community takes on many roles during their time at MIT and, in those roles, their service needs from the MIT Libraries will vary.

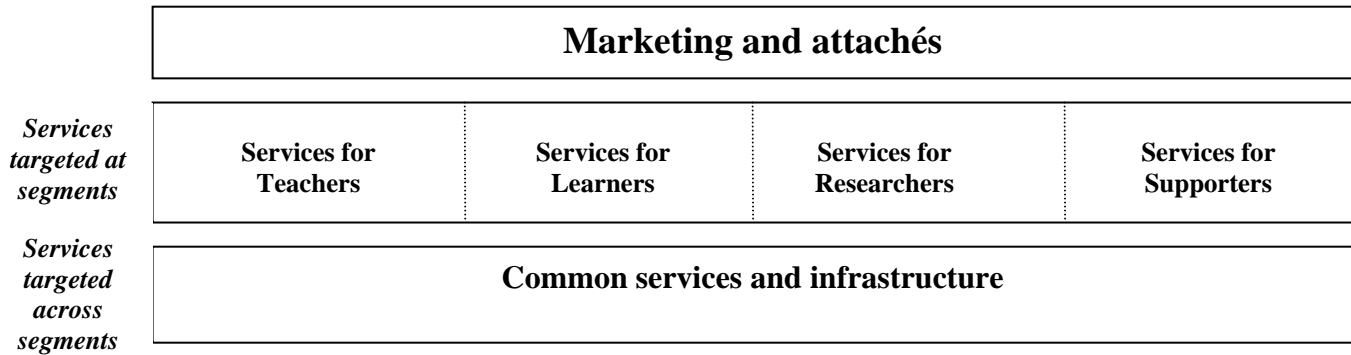
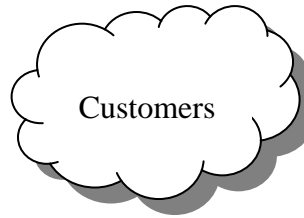
Principles to influence the organizational design:

- Marketing (with a big "M"), including identifying segment needs, designing services to meet those needs, promoting services and assessing the effectiveness of services against user needs.
- Proactive attaché – a role in the libraries that proactively works throughout the institute to understand and participate in new initiatives such as curriculum redesign, new program creation, etc.
- Layer market segment specific services on a layer of common services and infrastructure.
- Spaces could be organized by segment. For instance a space could be dedicated to study, both individual and collaborative for learners or, for researchers, the space could be more heavily devoted to collections.

Possible collaborations (only a partial list at the moment):

- Attaché work: Assistant deans, teaching and learning lab, writing programs, DUE, DLC's etc.
- Publishing work: Office of sponsored programs, VP for research, scholarly publishing, etc.
- Other possibilities: ACCORD, MIT Press, etc.

A possible organizational concept:



Brian's Synthesis [common elements among 3 Scenarios]

- Client services – user services – marketing attaches
- Info resources – info processing
- Space – objectives
- Infrastructure
- Administration
- [Overlap with last 2]