

Progress toward a new organizational framework for the MIT Libraries
From: Ann J. Wolpert [awolpert@MIT.EDU]
Sent: Wednesday, June 24, 2009 10:38 AM
To: all-lib@mit.edu
Subject: Progress toward a new organizational framework for the MIT Libraries

Attachments: MIT Library Framework June 22 draft.pdf

To: The staff of the MIT Libraries
From: The Libraries Steering Committee
Re: Progress toward a new organizational framework for the MIT Libraries

Good Morning.

On Monday, June 22nd, the leadership of the MIT Libraries and AMPS met to discuss a draft organizational framework for the Libraries. The meeting was the sixth step in a planning process begun in November 2008 (see <http://libstaff.mit.edu/futurestate/>) which we initiated for the purpose of better understanding the forces of change that will affect the work of the Libraries, now and in the future. Many of you participated in the information gathering and discussion phases of the process, held over the fall and winter, and you are undoubtedly curious about the discussions on Monday. This progress report describes the status of the planning process, lets you know where we are on the anticipated timeline (see <http://libstaff.mit.edu/futurestate/Timeline.pdf>), and invites your further participation.

One of the key, intended strategic outcomes of our Desired Future State (see <http://libstaff.mit.edu/futurestate/DesiredFutureState2.0.pdf>) is to create the next generation research library organization for MIT. On Monday, AMPS and Libraries leadership reviewed a draft proposal for a framework that we anticipate will lead, once refined and detailed, to just such a new way of conducting our work in support of research and education at MIT.

The attached framework is only a framework: that is, a functional design scaffold, over which an organization structure must still be developed. It is not yet an organization chart, and it has yet to be discussed with other key constituencies at MIT for their feedback. We believe the framework is, however, responsive to the issues that were raised and discussed across the Libraries over the past many months. We also believe that it will, most importantly, preserve the strengths and values of the Libraries and AMPS going forward.

This framework is expected to

- move us in the direction of our Desired Future State
- create a more consistent, coherent and unified Library
- preserve our deep subject and other expertise, and increase our capacity to support interdisciplinary scholarship
- fully integrate AMPS into our organization
- achieve the flexibility we need to meet the challenges of the digital age

As you will see from the published timeline referenced and linked above, we are a few weeks behind schedule in formalizing the actual next generation research library organization. We hope you will agree that the goal was better served by approaching the task with care and deliberation. The updated timeline now stands as follows:

- the framework will be finalized and a high-level organization chart, including key new roles, created by September, 2009
- discussions with key constituents on campus will begin over the summer and continue into the fall
- a more complete organization chart will be prepared by December, 2009

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-- definition of new roles and positions will be completed by March 2010,
including staff alignment with the new positions
-- a transition plan will be ready by June 2010, and the initial
implementation completed by September, 2010
-- by the end of calendar 2010 the new organization will be fully in
place, with the understanding that it will continue to evolve going forward.

We fully recognize the difficulty of viewing an outline such as the one attached without the benefit of context and discussion. You will say, and rightly so, that it is vague and/or unclear in many aspects. In the spirit of inclusiveness that has shaped this process to date, however, we have decided to err on the side of transparency, and to urge departments to discuss the framework at their regular meetings over the next several weeks. Members of Library Council will share your feedback at the July 1st Library Council meeting when the discussion of the framework will continue.

If you have comments you wish to share directly following departmental discussions, please post them to the "share your ideas" section <https://web.mit.edu/dept/libraries/staff/futurestate/restricted/feedback.htm> of the Desired Future State web site.

Thank you for your continued contributions to the important work of the MIT Libraries.

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