

From: Ann J. Wolpert [awolpert@MIT.EDU]
Sent: Monday, November 10, 2008 12:15 PM
To: all-lib@mit.edu
Subject: Strategic Thinking

Good morning,

At the two All Staff meetings last week I provided a general overview of our need and intention to begin work on the next installment of the MIT Libraries Strategic Plan. For the past several years our current Plan (2005 - 2010) has given us an effective framework for significant improvements in resource and service delivery on behalf of the MIT community, and it has allowed us to carry out our mission with a high degree of success. As we approach the final year of the MIT Libraries Strategic Plan 2005-2010, much has changed in the environment in which the MIT Libraries operate, and it is time to consider the next installment, 2010-2015. I am pleased to be able to include the staff of Academic Media Production Services (AMPS) in the strategy discussion in this cycle. And I note that MIT itself is engaged in a conversation about future directions; - which further serves to reinforce the timing of this planning effort and the wisdom of our five-year strategic planning cycle.

Within the Libraries, initial planning discussions for our 2010 - 2015 cycle began at the Library Council (LC) Retreat this past June and have continued at monthly LC meetings several times since. Meanwhile, the staff and leadership of AMPS have been engaged in strategy discussions of their own. At the MIT Libraries June Retreat, Library Council members and guests imagined a variety of 20-year scenarios - focused on understanding the current and emerging environmental forces that are changing the ways our faculty and students produce, find, and use information - with the goal of better anticipating the possible long-term effects of those changes on the MIT Libraries service portfolio.

In meetings since then, LC members and AMPS leaders have also focused more specifically on near-term goals. But throughout all these early discussions, LC members have expressed an eagerness to explore more transformative organizational change in order to position the Libraries most effectively to meet future challenges. Indeed, our current 2005 - 2010 Strategic Plan suggests the need to invent a more flexible organizational structure to be successful, and we can already point to the establishment of groups and service units that have moved us in this direction.

Among the new service alignments that have emerged in recent years are the creation of the Information Resources (IR) Directorate; the infusion of technology units across the Libraries; establishing a focus for Technology Services within Public Services; an expanded program for scholarly publishing support; the creation of DOME and associated services; the revamping of the Public Services committee structure; the emergence of a Data Management and Publishing service, and a significant number of department-level changes to improve key services and facilities. In addition, many workflows have been redesigned and realigned across the organization with the

assistance of the R2 Report and its offshoot initiatives. Work continues to clarify and refresh the mission of Academic Media Production Services (AMPS) and to create the right structure to welcome the group into the Libraries organizational framework.

As we complete the current iteration of our Strategic Plan and turn our attention to the next five years, it is vital that the Libraries continue to evolve the organizational structure necessary to meet our clients' current and future needs. To insure that we maintain focus on this essential goal, we have engaged MOR Associates, a consulting firm with significant MIT experience, to assist us in the process.

I am pleased to be working with MOR Associates, who will not provide pre-conceived solutions, but will instead be our strategic thinking partner as we design an inclusive process for developing and articulating a shared future state for AMPS and the MIT Libraries. To accomplish this goal we will, as we have in the past,

- Engage staff and key stakeholders in the process in a meaningful way.
- Articulate a shared programmatic vision for the MIT Libraries.
- Develop a strategic roadmap consistent with our desired future state.

Later this month we will begin the process of engaging staff in this strategic thinking exercise. I look forward to envisioning our future and to your participation in the process. Please do not hesitate to contact me or any member of Library Council if you have questions now, or as the process goes forward.

Thank you,
Ann

Ann J. Wolpert
Director of Libraries
Massachusetts Institute of Technology
77 Massachusetts Avenue, 14S-216
Cambridge, MA 02139
USA
Phone: 617-253-5297
Fax: 617-253-8894