

Friday, February 13, 2009, 9:30-11:00, Killian Hall

Key Strategic Goals

Partner with Faculty, Students and the MIT Community

- Subject specialists are very much on their own in developing partnerships. With more support, they could be more effective. Perhaps a more structured process to work on outreach, with more upper-level support, could be productive, e.g. Have Steve or Ann go talk at department faculty meetings to make them aware of what we as subject experts can do, and encourage them to take advantage of it; Create a structured toolkit for all outreach activities. Use this toolkit to approach each department at faculty meetings; Libraries administration needs to continue to seek community input – 3-year survey is great. Create a method for creating community input through relationships
- Integrate into course management
- Embed in an academic department – use subject specialists to also liaison with labs and centers, even interdisciplinary
- Try to do more biblio. in class
- Common understanding of the role of the subject specialist

Improve Digital and Technical Infrastructure

- Need to understand that infrastructure here is different from physical infrastructure, e.g. non-local, virtual; “infrastructure” must include external resources with all the attendant challenges of legal rights, authentication, authorization, licensing, etc; this needs to have central MIT buy-in and support (e.g. video hosting) which will require central funding in order to support; this also leads to being agile enough on central authentication for all digital collections
- There are foundational technologies that will support many future digital systems: A) system access (single sign-on), B) affiliation detection/user information/access rights – there should be a big push for the staff to use free open source tools
- Accommodate those accessing Libraries data via mobile devices

Re-think/Re-invent the Organization

- Where do underlying values fit in? Trust – communication; need to reflect that we are more active in shaping services, not only responding; look at example of high-functioning organization; look at successful groups and how they became successful (initial steps); is it the people, shared goals, organizational structure, communicating upwards and outward?
- One goal should be to be a well managed organization
- Don't lose teams and groups that work well – maybe they change, but they might provide a level of trust and stability in a new organization; adopt flexibility as a positive concern about dynamic between stability and agility; how broad is information services? What does it include? Who in the Libraries is not included?
- Be proactive, rather than reactive
- Is “agile” a shared value? Need discussion to decide if this is so

- Organize around future state bullet points

Transform Library Space (none)

Collaborate with Strategic External Partners

- Public libraries, academic and other consortial agreement, VirtCat, BLC; partnership with the COOP (for OTI); start local

Enhance Staff Capabilities

- Ways to achieve this goal: need more flexibility on developing skills and apply those skills in the libraries; break the territorial barrier to accomplish the applying of these skills; build a leadership program on all aspects of the Libraries, including technology operations; aggressive training – suggest a mentoring program (both for new hires and existing staff), train the trainers – encourage and provide support (financial and otherwise) for outside training (conferences, specific training sessions) – build into project coming up; consider how staff who attend these can bring back to staff (e.g. as a requirement of receiving support, you have to either report out and/or train others on what you learned as appropriate); complete support to each aspect of Libraries and devotion to organizing and upkeep of continued organization; opportunity for staff to share knowledge of software, etc.

Wednesday, February 18, 2009, 9:30-11:00, 66-144

Key Strategic Goals

Partner with Faculty, Students and the MIT Community

- Add here (or elsewhere) the need to study our users; how do we engage with faculty (and determine their greatest needs) and students; emphasize being proactive
- Would be helpful to give some concrete examples of activities we might do under each goal to illustrate them (applies to all)

Improve Digital and Technical Infrastructure

- Does this infrastructure include staff to support those tasks? Make it clear that infrastructure is more than hardware/IT; can we move data around as quickly; can we preserve these files?
- Need to staff resources; gap with the infrastructure and the ability to employ the new technologies; we need decisions about the technical and digital infrastructure; define how to access infrastructure – what would it look like? Adoption and communication of the digital and technical infrastructure; don't like program, service in title but would still like an additional word
- Missing: add point about outreach and communication about the digital and technical resources; reads as technology for technology sake; add create and select to the second half of the second sentence; doesn't include policies and procedures and the digital and technological; our group doesn't understand the word infrastructure – how do we expect those outside the group to understand; focus more about the adoption of new technologies, rather than acquiring and creating

Re-think/Re-invent the Organization

- Maybe the language about the 50-year footprint is too specific; 50% of our users come in online (remotely, but our UI should be state-of-the-art); flip our thinking; stop thinking about locations, start identifying functions and then ask who, not start with where; think about roles, not turf/location; think about how to provide a service no matter where the user is (not about how to provide a service in a location); ask, “is a service at the organization level;” staff work at the local level where different rules/decisions apply – need a common, shared “face;” emphasize shared/central services rather than supporting a # of local decisions – no effective decision – making to get those decisions – balance with need to provide specialized services targeted to specific population – need to do analysis and compare value added
- Committee structure – too many local exceptions make it hard to move ahead with simple decisions; “flexible” and “agile” focus groups, user needs, studies – do we really do enough of these; need data in order to be responsive; do assessment of our services; survey is only one tool; people prefer delivery service to having to go to libraries – think about how to deliver more content (especially journal articles, POD)

- Staffing and realignment are the really hard issues – how do we address these? Have to be ready to move staff around; people provide; central services should report centrally (subject specialists need to be close to community)
- AGILE – more flexible job description, ability to move people and change jobs to fit needs and strengths; more involvement between div. libraries (along the lines of what Sci/Eng have accomplished); TRAINING will be essential; TRUST – if someone says they can take more work, they shouldn't have their hours cut

Transform Library Space

- Spaces lack energy; not technology-friendly, user-driven; students need collaboration, space, group work; use the word “social,” comfort, security, lighting

Collaborate with Strategic External Partners

- Change “dotcoms” to “commercial companies” as that gives us much broader options

Enhance Staff Capabilities

- Build in time for exploration (like 3M company) and staff development; allow for individual initiative and let that influence and drive some of the changes instead of a top-down realignment; leverage staff expertise – training and mentoring; include notion of expertise and intellect in their connection to library collections; language here focuses on “services” rather than “librarians” who provide that service – this would be more balanced to represent staff in a more professional light; use expertise rather than capabilities; add statement to include: allowing staff to help drive the direction making development and learning part of supported work (now it's more supported \$, but on personal time!)

Wednesday, February 18, 2009, 1:00-2:30, Killian Hall

Key Strategic Goals

Partner with Faculty, Students and the MIT Community

- “Build and strengthen relationships” (rather than “Partner”); make description more assertive by removing gerunds; “effectively promoting and communicating our services” should be its own goal; make the point somewhere to say that we need these partnerships to understand needs and advocate for them with our external partners
- At UCONN, tutoring and writing services are located in the main library. Wouldn’t it be great if we could do the same thing – so all study and research training was located in one place?

Improve Digital and Technical Infrastructure

- Better support; research data in inter-institutional, collaboration, educational efforts; data-driven - “record” – understand who user is – updated discovery systems are data-driven and networked as our needs use knowledge of people creating the knowledge; students as engagement workforce; embedded using students; envision systems; MIT does not have the word “policy” next to everything, but what about more flexibility – not the world access – niche media content; we can do more with connecting resources; manage material before copyright is secure; other metadata tagging from material selection, appraiser

Re-think/Re-invent the Organization

- Notion of a virtual library; virtual bookshelf, accessible outside Libraries

Transform Library Space

- Spaces that are arranged by services (GIS, data services, images); what if only a few physical spaces held the physical collections; could we only keep materials that are used frequently on the shelves and store others? If others wanted to browse journals, could we then deliver to dorms? Have browsing at the Annex; different types of space – study without interruption, soundproof, collaborative spaces for different group sizes with different technologies; should have the word “security” in the discussion of spaces; food and cell phone policy – revisit to make user-friendly; location of staff – located physically together helps collaboration; more ways to collaborate with communities around physical spaces to bring them into the space

Collaborate with Strategic External Partners (none)

Enhance Staff Capabilities

- Rather than use the word “continue,” add “educate, and promote/retain;” use performance evaluations to assess knowledge and training/find opportunities for growth; training should be paired with development; focus expectations of staff relative to technology; more communication about emerging technologies;

diminish technological barriers to document action; overarching commitment to training - peer-to-peer session on location; laptops for all; record/capture skill sets; determine relative goals(s); basic skill sets for positions should be clarified; provide training to compliment personalized training pages; working group for support staff outreach