Strategic Initiatives Committee Meeting. Tuesday, May 3, 2011. Present: Judy Ganson, Cheryl Conway, Molly Boyd, Phil Jones, Lora Lennertz Jetton.

Brainstorming on current trends and background information. General notes:

Disconnect between old goals in what we are trying to do and what we are doing. Initiatives should be broad enough to last five years. Specific mechanism for allocating resources across disciplines that does not favor one discipline at the expense of others. Balance competing interests. Goals can deal with STEM or other expanding programs. People and space are resources as well as collection funds. Must be nimble enough to create shifts from time to time. Be mindful that we need to create goals that can be accomplished. Establish priorities. Consider the role we play in accomplishing the university’s goals. Current topics include: academic dishonesty, growth in students, faculty and programs, diversity, new Carnegie level accomplishment, and University outreach across the state (economic development). Draft the big umbrella strategic initiatives.

Suggested broader categories that can be refined later:

1) Demonstrating value as an organization
   - Show value and contribution to parent organization. Being busy is not enough, must show programs are producing results that reflect or reinforce university goals. Also need to be nimble and quickly alter one’s course, able to monitor and modify programs that are not producing desired results.
   - Library is currently viewed by faculty as not irrelevant, but not relevant enough to engage in developing programs.
   - Collaborate with appropriate units; evaluate and adjust accordingly on a consistent basis.
   - Current connections in programs with representatives on separate programs.
   - Establish more rigorous methods for gathering and analyzing data to prove relevance. Moving from outputs to outcomes. Qualitative and quantitative measures to prove we are adding value to the institution. Not a question of numbers. Find ways to measure how what we do makes the graduation rate or job search better.
   - Find ways to add value, and then do it.
   - Digital collections provide access, but do not engage for the sake of having more digital collections. Digitize when doing so contributes to a program or becomes part of a strategic goal.
   - Hidden collections are promoted not on their own value, but to support programs in other departments, colleges, and units.
   - Technology is not the end goal—technology is part of achieving a goal. Put to the side until it appears in goals. The program drives the technology.
2) Shift from the concept of library as a “warehouse” to the idea of a creator, publisher, and co-publisher with other departments and their programs. Library is no longer simply a portal to information—it also can help create scholarship—focus on instruction, collections, and collaborators.
   - Finding one’s niche, curating data, working with publishers, create and share.
   - Collaborations such as “embedded librarians” in other departments. Raises question of how to keep central library programs continuing while librarians are working elsewhere.
   - Library as laboratory. Creating and helping other people take advantage of laboratory concept.

3) Facilitating scholarly communications
   - Adapting, not passively waiting for faculty and staff to come to us for projects. Assuming a role of leadership.
   - Online and distance learning. Access to materials and services for distance education part of larger whole. Content development to use in classes. Data repository, digitization programs. Education literacy becomes media literacy. “Meta-literacies,” a term used by Abby Smith.
   - Be the forefront of “publisher” initiative with collaboration throughout the organization.

4) Sustainability and environmental stewardship
   - Actively seek grant money. Work toward fiscal sustainability, pursue revenue sources. Consider services for a fee. Coordinating efforts between individuals and departments. Addresses big picture of finances, and position for grants.

5) Developing a workforce that is geared toward accomplishing the mission of the library and institution (recruitment, training, tasks, transfers), emphasizing diversity and excellence.
   - Need more staff to make larger steps forward.
   - An issue that will be addressed by the organization group, who will review current efficiencies, modify processes and tasks, though they cannot possibly review all tasks in the time allotted.
   - Big picture shifts.
   - Identify areas of expertise. Put together a list of current liaisons and their contacts so that work is not duplicated.
   - How to engage technical services staff in new tasks or goals.
   - Develop efficient standardized access, change tools to make more efficient workflows.

Next meeting; Tuesday, May 10, at 2 p.m. in 472B.