

STRATEGIC PLANNING NOTES

1. TRENDS

- Print is almost obsolete, replaced by electronic
- Physical space restructured – more group study and less collection space
- Roles of librarians changing – little “reference” service and more out in student spaces
- Library is more social
- More technology
- Staff require different skills – less clerical, more technical
- Curating our unique collections for the world
- More information will be free
- Staff need to be open to learning; Library must invest in staff development
- Digitization
- Adoption of technology
- Repurposing space
- Space for users – space used differently
- Teaching space – use & classrooms
- Retire print collection – digitize
- Print – online – during transition, need more staff
- Print not held in house
- Paper refer not to online – illegal, gov. pub. & legal
- Curating = maintaining – developing unique literature toll
- Available
- Do not envision us needing less money?
- Cut space eventually
- Virtual students will not come anymore – open access

2. IMPLICATIONS

- Budget e.g. training
- Big changes to our buildings e.g. restructuring the building to suit different study styles
- More knowledge about technology e.g. we have archival XML files but don't know what to do with it.
- Identify our unique collection areas to digitize
- Dedicated space for library campus partners
- Liaison programme leads to more outreach to departments & campus partners
- Not "either/or" except for reference tools and journals
- Make it easier, more relevant, be where the users are
- Physical spaces being used differently – other depts.. on campus could be utilizing library
 - Writing clinics
 - Using library as a classroom
 - Embedding services into the library as well as embedding librarians into the depts../faculties
- Cost of e-resources – collaboration to reduce cost
- Collaboration is powerful – can develop expertise in a specific area and share
- Curating digital content – highlight unique, local collections
- Publicizing uniqueness
- Staff training and development
- Internal and external partnerships
- Positioning the library as knowledge community – both on and off campus
- Print - electronic
 - We are on move
 - Cannot put everything online – (diff. to read)
 - Must reflect variety needs
 - General concept valid – depends on material
 - Must have backup to e-collection
- Space
 - We are moving – clear collections
 - Computers (not space & study, quiet)
 - Must include > quiet study
- Staff
 - Need – knowledge – ongoing
 - Development & training – combination cross training
 - Flexible, better understanding
 - Work distribution
 - All in one organization "one employer"
- Curating
 - Emphasis on digitizing
 - Staff – deploy & unique

- Virtual students
 - Better tools
 - Look at population, young vs. older
 - Knowledge
 - Prepare to teach

3. DESCRIPTIVE PHRASES - IN 3 – 5 YEARS THE LIBRARY WILL BE

More vibrant - Teaching & active learning
- Information, seminars by faculty & students

Space Comfortable x students – more social
 Online collection > accessible – need for more quiet study (separated).
 Print not accessible on site
 Open longer hours
 Revisit policies |
 Enhance custodial | clean

We need to keep:

- Re-invent but keep some basic things like Cirque du Soleil did
- Liaison libr. Will spend significant amount of time outside of library
- Digital collections program will explode
- Variety of ways of providing service – virtual, in-person, other?
- Evolution of technology will have an impact – unknown
- Collaboration on a larger scale so we don't duplicate collections
- Compare ourselves to other industries that have faced challenges & survived (i.e. music industry).

More personal interaction (return of trend)

Less print Moved off-site storage
 Back up to electronic

Staff Different tasks
 Flexible
 More training
 More staff at least temporary (transition).

Simplify technology (staff & students)

Laptop access
Online courses (for staff)
Web site design

- More open access to the building
- Decentralized
- “student services mall”
- Social meeting area/café – no food restrictions
- Formal training programmes (for all library staff)

- Collaborative learning
- Advertising/marketing our services
- Virtual instruction
- More informal learning i.e. group study spaces
- “one stop information shop”
- Self check out; self service (RFID security systems)
- Corporate sponsorship
- Information sharing in an open, accessible & comfortable space
- Fundraising & donor incentive events in the Library (new donors)
- Hybridization between books and e-resources
- Library as social space/space without walls
- Promoting our uniqueness
- Library as partner in learning not just service provider = Learning friendly
- Library becoming more customizable
 - Become the learning centre for the campus community
 - Changing over library space – from being a ‘book warehouse’ to being a public user space
 - Less focus on purchase of materials, more on “curating” what we hang on to
 - Sharing collaboration among libraries (sharing the contents of our catalogue)
 - SPACE – create different types of space in the library (group, learning, quiet, study etc.)
 - More I.T. ppl, technologists
 - Strategy/proposal for offsite storage (make materials available)
 - Skill set of staff will have to change, or ppl hired with the right skills
 - Challenges with matching staff with tasks in the future (i.e. digitization)
 - Explore opportunities with grants for projects
 - Embedding librarians into academic depts.. (liaison)
 - MORE communication, collaboration between academic depts..
 - We can’t only focus on preserving the collection without also looking @ other ways we can be seen as valuable.
- Connect faculty, students with our resources
- Make ourselves aware of students processes of learning and doing research
- As we purchase materials make it known what we have
- Be where the students are
- Crucial to have an effective CMS, and be vocal about features (of CMS) that would work with our systems
- Challenge of convincing our scholars to relinquish their need to only consider their peer community .. could the library be Publisher?
- Need to consider barriers to getting rid of the bulk of our [monograph] collection
- continue to maintain our legacy collection BUT it will not be our main focus.

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- Curating = Context not just Content
 - More self-service – different study areas, silent, group – more cafeteria context
 - Reduce duplication & create centres of excellence – print on demand
 - Staffing change – make better use of students – interns, peer tutors
 - Collaboration -

- Developing spaces – both libraries physical space and also other physical spaces on campus & virtual space
- Move to better access this digitization & better hours of access to library & resources
- Cooperative & collaboration collection development and service
- PR – promote services i.e. e-book
- Liaison librarians
- Grant writing forums

4. VISION

Develop/invent new services with a focus on people (invest in people) through

- Historical legacy & digital resources
- Most valued learning space on campus/learning community
- To be the model/leader
- Primary resource centre for learning
- To be Canada's most innovative research library
- Externalize – to promote and support scholarship & learning through access to our historical collections & digital information resources.
- Capitalize on opportunities
- Recognized as a partner in learning both on & beyond campus

Vision: - “the library experience”
 - Make library a place people want to be
 - “Our product is learning”

- To be (recognized as) an integral part of the learning environment fostering individual and community success.
- To become the most innovative research library
- The library will be a significant (essential) partner in teaching, learning and research. McMaster University and the world.
- To establish McMaster University Library as a leading edge knowledge facilitator for the 21st century and beyond
- To enhance the university learning environment and connect the student and the scholar to the world.
- To become the center for teaching, learning and research on campus. [Too limiting to Mac.]

5. MISSION

- As a leading edge knowledge facilitator the library is dedicated to the advancement of teaching, learning and research through excellence in innovation, collaboration and inclusivity.
- Using innovative methods, we facilitate access to a wealth of information and enable research, learning and teaching to its highest level.
- We dedicate ourselves to the discovery and preservation of knowledge and the enhancement of scholarship through service to public and access to information resources.
- We support the teaching, learning and research at McMaster.
- We provide information resources, technology, assistance & instruction.
- We help students to be independent, critical thinkers. We value curiosity, innovation & the joy of discovery.
- To advance the frontier of research and learning by:
 - building virtual & physical collections
 - providing access to learning
 - presenting our product/services
 - unifying teaching & learning & services with information resources
 - improving partnerships
 - making entire campus community stakeholders in the library (e.g. student-run services??)
- Providing resources and facilities leading to our values →
 - Values:
 - Lifelong learning (includes staff)
 - Critical thinking
 - Self sufficiency
 - Inquiry/discovery
 - Excellent (excellence?)
- To be the hub of information services and to encourage innovation at McMaster, or anywhere.