Future is Now Task Force – Recommendation Summary

Collections

1. Optimize management of print collections and establish guidelines for selection, assessment and management of library’s general collection, both print and digital forms.

2. Become a resource for copyright issues, providing expertise for faculty and library initiatives.
   a. Teaching
   b. Digitization of unique collections
   c. Institutional repository
   d. Reserves

3. Strengthen the acquisition, digitization, preservation and accessibility of unique, special collections.

4. Pursue collection development partnerships.
   a. Market institutional repository for data sets, publications, etc.
   b. Develop partnerships to manage, share, store and preserve electronic and physical collections.
   c. Explore a partnership opportunity with Clemson Digital Press.

5. Commit to, promote, encourage and support Open Access publishing initiatives (including providing and marketing an Institutional Repository).

Public / User Services

1. Consider creating a user services assessment office or officer, to gather feedback on current and future services and collections.

2. Improve external communication and marketing strategies to increase awareness of services and collections.

3. Emphasize instruction in multiple formats, for example apps and online tutorials, that will be available to all users.

4. Experiment with a library presence in places outside the physical library; virtual, as on Blackboard, and physical, as in the Academic Success Center, the Hendrix Center, dorms, academic departments, the Watt Center, and creation of a “digital” branch library.

5. Evaluate public service workflows and procedures, make changes needed to provide the best service to patrons, considering such approaches as tiered services, single-service point, and self-service.

Technology / Systems

1. Establish a CUL Office of Technology, led by a Chief Technology Officer, responsible for the development and oversight of strategic initiatives in the areas of web services, data and institutional repositories,
metadata architecture, and campus partnerships. The Office of Technology would be charged with the following:

a. Long-term planning, strategy, and vision for all divisions of the Office of Technology.
b. Setting and approving all policies related to technology in the library.
c. Serving as the primary liaison to CCIT and representing the library in CCIT policy and steering committees.
d. Performing outreach to the Clemson community and to external partners to establish relationships and cultivate future collaborations and development opportunities.
e. Partnering with CCIT and the Clemson CyberInstitute to plan and develop Digital Humanities projects.

2. Establish a division of Scholarly Communications within the Office of Technology, led by a director responsible for shaping the overall stewardship, marketing, creation, delivery, and preservation of electronic scholarship at the university, to include:

a. Management of numeric and spatial data for campus and sponsored research.
b. Lead development of an institutional repository.
c. Participation in collaborative efforts related to data architecture.
d. Coordination of development of a campus-wide open-access policy.
e. Management of Digital Humanities projects.
f. Coordination of digital production of unique scholarship.

3. Create a cross-functional team of people dedicated to building a “Digital Branch Library” to improve our users' web experience.

a. Within the Office of Technology, create a division of web services to support the team’s efforts.
b. Develop online tools and applications that meet the needs of an increasingly mobile and scattered population.
c. Conduct periodic usability studies to measure the Digital Branch Library’s use and effectiveness against current user needs and industry trends.
d. Use the Digital Branch Library to market and publicize library services and resources.
e. Support reference and instruction initiatives to enhance the library’s presence in Course Management System.
f. Support efforts to integrate more technology into library instruction in order to reach a broader audience and have a greater impact.

4. Allocate additional resources to systems infrastructure within the Office of Technology to broaden technology services and support to internal and external users.

a. Desktop, server, database, and printing support and troubleshooting.
b. ILS maintenance and assessment.
c. InterLibrary Loan / Document Delivery system maintenance.
d. Off-campus access to e-resources.
e. Content discovery platforms.

Technical Services

1. Evaluate duties and workloads in technical services positions and devote more staff to areas such as electronic resources.
a. Analyze the return on investment of current and future technical services activities (authority control, RDA, acquisition profiles) to determine allocation of personnel, space, and budget. Compare effort in human resource capital expended for processing print materials and for electronic and make workforce adjustments as needed.

b. Investigate ways to outsource more technical services functions pertaining to collections and ILS. Review outsourcing possibilities, including e-book and MARC records.

c. Evaluate cataloging approaches with emphasis on metadata description, streamlined processing, and embrace ‘acceptable’ copy cataloging.

2. Place greater emphasis on developing and providing discovery tools that meet the needs of users in a measurable way.

3. Ensure library personnel have appropriate training for new challenges.

   a. Offer personnel the opportunity to upgrade skills by learning to manage outsourced activities, learn new skills in other mission-critical areas, and take on special projects.

   b. Develop team approaches where possible to draw upon expertise from both Acquisitions and Cataloging.

   c. Provide appropriate time and financial support for staff training.

Communication / Public Relations / Marketing

1. Create an office with primary responsibility for Communications, Public Relations, and Marketing.

2. Provide better external communication and marketing strategies to users to increase awareness of collections and services.

3. Publicize the library’s unique collections in appropriate venues.

4. Designate a single location for library personnel to archive and locate policies, procedures, minutes, and other relevant documents from groups, units, and the library.

5. Initiate monthly or quarterly forums with the Dean to inform employees of developments, changes etc. in the library; utilize technology for library personnel to attend the meetings “virtually,” such as gotomeeting.com; and record the forums for those unable to attend.

6. Improve communication between branches to improve processes.

Facilities / Space

1. Increase and improve individual and group study spaces, multimedia areas, and classrooms.

2. Partner with other campus entities and provide appropriate space for their activities, especially at night.

3. Consider establishing a CUL facilities office to manage all aspects of space.

Library Administrative Activities

1. Make assessment an integral part of determining library priorities.
a. Assess what CU needs from its library to support the university’s strategic direction.
b. Put in place assessment tools linking library resources and services to student and faculty success and make sure results are communicated to university administration.
c. Perform periodic assessments in the library for continuous improvement.
d. Change or discontinue activities, services or technologies that do not prove effective.
e. Integrate continuous assessment into the fabric of library operations.

2. Clearly identify objectives and duties of personnel in accordance with an overall plan. Assess functional units in the library and reassign personnel and resources from areas of low need to areas of high need. After determining personnel needs, shift current personnel or hire new personnel to meet these needs.

   a. Create formal training program for the library workforce.
   b. Build interest, knowledge, ability, and skills inventories for personnel.
   c. Consider consolidating and reorganizing units as necessary.
   d. Recalibrate approaches to staff recruitment, for example: hire additional graduate assistant and interns, share faculty with other departments, create library fellows positions, and hire additional students for routine duties.
   e. Reduce or eliminate reliance on ad-hoc groups to accomplish certain activities.
   f. Augment Dean’s office staff to cover areas like human resources, development and training, facilities management, public relations, events management, etc.
   g. Enhance efforts to recognize and reward personnel for good work and innovation.

3. Increase focus on development and grants to augment funding. Investigate opportunities to raise revenue or solicit funding for projects.

4. Improve oversight and management of library-wide communication.

5. Foster a culture that supports creativity, innovation and flexibility.

   a. Encourage the open expression of new ideas.
   b. Provide opportunities to experiment with new approaches to work.
   c. Develop avenues for process improvement within units. Focus on this as an annual goal.
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