Four Themes for Doe/Moffitt:
Compilation of Staff Suggestions with Status Notes (September 2007)

Text marked in red indicates items identified as highest priority for 2007/2008.
Text marked in blue indicated updates or revisions since the previous status report.
Items noted as "Resolved" are those that have been addressed as far as possible within Doe/Moffit, and any future conversations would be taken up with another group or administrator.

1. Service excellence and responsiveness

The Doe/Moffitt Libraries serve a wide range of library users who represent various campus and academic communities, and who have diverse visions for the role of the library. We must ensure that we are aware of user's expectations and experiences, able to design and adapt accordingly, and prepared to provide high-quality public service contacts through our all exchanges.

A. Management and Decision-making: Internal Processes

1. Process reengineering of existing internal processes including both operational and support functions. Possible processes to be included could be scheduling public service points (reference, main circ, ILS, GRAD, IM), collections ordering processes, back office administrative paperwork (leave reports, travel requests, etc.), how reference service is delivered, how we refer questions, etc. Adopt business process analysis approach to look at select processes for redundancy and inefficiency in order to streamline and standardize procedures and policies. The output of this effort wouldn't necessarily be a digital solution -- even though digitizing paperwork processes is an obvious solution.

   STATUS: *Under consideration with New Directions for the Library initiative launched by Tom Leonard in April 2007; results after presentations and retreats will likely lead to changes in internal processes and those considerations need library-wide view*

B. Reference, Access, and General Public Services: Interpersonal Skills, Communication and Knowledge

1. Create unified public service posture and training renaissance for staff and student employees around customer service and privacy at all portals across units (security, circulation, reference).

   ☑ *STATUS: Top priority for 2007/2008. 1) Partnership with Library Security to review description of security/information desk mission and staff training for implementation by summer 2008. 2) Circulation Services revising student job descriptions, rethinking cross-training between units, and bringing in campus expert about dealing with difficult situations (possibly to recommend for larger library audience).*

2. Ensure better communication between departments about changes for referrals.

   Resolved: DMAG has confirmed intentions to announce staffing changes via dmstaff@ and CU News articles to help ensure all staff are aware of interim and permanent contacts

3. Make a commitment to raise library service levels above the rest of campus—no runarounds, centralization of services, better communication.

STATUS: Hold for further discussion.

4. Improve public services that don't meet level of peer institutions (responsive ILL procedures, user friendly ILS, knowledgeable and friendly desk staff, universal return, online recall) and publicize those improvements.

   STATUS: Hold for further discussion after issues related to those marked as a top priority for this section have been addressed and can better assess. Many issues are connected to the current work underway with the WorldCat Local pilot and investigation of new ILS backend systems. Forwarded issue about universal return to Isabel Stirling for Public Services Council update to build on original announcement from November 14, 2006

5. Add rovers to the Stacks to help people locate materials.

   STATUS: Pending recommendations from Gardner Stacks Survey Task Force with report coming in September 2007

6. Allow controlled computer access for visiting scholars and foreign visitors.

   Resolved: Policy discussed and affirmed by Public Services Council and Doe/Moffitt policy and practice must follow Library and campus policy; referred comment to Isabel Stirling

7. Provide Internet access to the public

   Resolved: Policy discussed and affirmed by Public Services Council and Doe/Moffitt policy and practice must follow Library and campus policy; referred comment to Isabel Stirling

8. Review of library policies and related communication, education and enforcement; ie: cell phone policy: we get many complaints from people who feel others use their phones inappropriately and want the library to be a quiet, non-intrusive environment.

   STATUS: DMAG added this as future agenda item. Doe/Moffitt Circulation and Library Security focused on issues related to user behaviors and staff engagement during 2007 spring finals; new signs were posted in 190 Doe; table tent signs created for the North Reading Room and the Heyns Reading Room. Additional issues may be highlighted from Gardner Stacks Task Force report due in September 2007, and resolution will likely require considered thinking about space planning as well as staffing.

9. Rapidly adopt & integrate into existing activities new public-facing services: general IM REF, mobile librarian program, and read/write web publishing (wiki, blogs). An important part of these new services would be in figuring out how to integrate them into a salient information system for our users. This lends itself to an explicit user-centered design approach to see what works for our users and how best to position our services.

   ☑ *STATUS: Top priority for 2007/2008. Initiated Doe/Moffitt humanities and social sciences IM reference pilot beginning October 2007. See 4.C.2.*

C. Technological Innovation

1. Develop web-based interface to public workstations, push news announcements to screen.

Resolved: Forwarded issue to Isabel Stirling for Public Services Council and Lynne Grigsby-Standfill for Web Advisory Group; must be handled with library-wide perspective

2. Explore self-checkout workstations in the Stacks.

   STATUS: Hold for future discussion. Pending recommendations from Gardner Stacks Survey Task Force with report coming in September 2007 and related advancements with an integrated library system for backend functions

3. Improve ease of setting up proxy server; find ways to encourage more to use.

   Resolved: Forwarded issue to Isabel Stirling for Public Services Council; must be handled with library-wide perspective

4. Investigate use of more interactive technologies to aid in public services. We need to enable web2.0 level user participation (personalization, comments, tagging, ratings, collaboration, community building, e.g.) with all our information products -- web pages, reference service, instruction, etc. Participation is the wave of the future and we will no long primarily be just collection builders or mediators to information, but our collections and services need to be at the center of learning communities, their artifacts, and interactions. This move should heighten and extend the already best aspects of traditional librarianship, such as user interaction and enabling research, into online environments.

   ☑ *STATUS: Top priority for 2007/2008. See 4.C.2*

D. Data Gathering and Assessment

1. Analyze data about availability of/locating items on shelves in the Stacks.

   ☑ *STATUS: Top priority for 2007/2008. See 3.A.1. Also awaiting Gardner Stacks Survey Task Force report and recommendations coming in September 2007*

2. Survey Graduate Services patrons for improvements to that unit.

   Resolved: Forwarded issue to Jan Carter and Norah Foster

3. Survey undergraduates to find out what would attract them to the library.

   STATUS: Under consideration in context of Moffitt revitalization.

4. Continually measure our service effectiveness through periodic surveys, feedback forms, and focus groups. This data should be as 'live' as possible and available publicly.

   ☑ *STATUS: Top priority for 2007/2008. See 1.B.1*

5. Measure support services effectiveness in the unit. How are we doing servicing our internal clients? This could be extended to the library level of course -- how is systems doing, etc.? Periodic constructive surveys, etc. could help with honest feedback about what needs to be improved.

☑ *STATUS: Top priority for 2007/2008. See 1.B.1*

6. Adopt 'radical transparency' in user outreach, letting users know what we are doing and how we are spending resources. Doing this well tells a story of what benefits and values the library offers.

   Resolved: Fiat Lux provides this type of perspective about the Library overall to the more than 25,000 people who receive or pick up each issue. Dupuis is open to hearing other suggestions that staff might have for other venues, topics, or audiences related to this idea.

2. Teaching and learning

The Doe/Moffitt Libraries are strategically positioned to make significant contributions to teaching and learning initiatives on campus through our services and spaces. We need to identify the most effective and meaningful approaches to cultivating students' habits of mind of successful learners and scholars and creating the associated physical and online environments for supporting student learning and research.

A. Physical Environment

1. Consider screen savers to communicate messages from the library

   Resolved: Forwarded to Isabel Stirling for Public Services Council; must be handled from a librarywide perspective

2. Create displays in Moffitt to show student work

   STATUS: Under consideration for Moffitt Revitalization.

3. Provide computers where students can gather and produce work at one station

   STATUS: Under consideration for Moffitt Revitalization.

4. Attract greater variety of people to library with art exhibits, events, readings

   STATUS: Current projects underway with Library Exhibits Committee, FSM Café Educational Programs, Lunch Poems, Berkeley Writers at Work, revival of Morrison Inaugural Lecture Series, and recent experience with Botero exhibit. Planning has begun to develop 180 Doe (formerly Periodicals/Newspapers/Microforms) as "The Salon", a venue for these types of events as well as larger-sized library meetings and social functions.

5. Re-envision and re-invigorate Moffitt Library

   ☑ *STATUS: Top priority for 2007/2008. Library Teaching and Learning Spaces Task Force report received February 2007 has many related recommendations. Engineering report was recently received with assessment of basic infrastructure needs. Kathleen Gallagher recently assumed the lead role with this project, taking over from Sarah McDaniel. Gallagher and Dupuis will work on framework for next steps of planning process.*

B. Online Environment

1. Electronic self-guided tour of Doe/Moffitt

   STATUS: Hold for further discussion.

2. Establish consistent and useful library presence on course pages in bSpace

   STATUS: Forward issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view. A working group with staff of the Library and Educational Technology Services has been meeting since 2005 on issues of integration of the library staff, services, and web content into bSpace learning management system. Standard pages exist to direct users to general library resources, and library staff can develop more customized pages to link to specific courses. Project currently underway with Rubens, Munro, and Grigsby-Standfill to migrate e-reserves from ERes to bSpace, and with Dupuis, Gold and Grigsby-Standfill to migrate e-exams from ERes to bSpace. Related projects with "Sakaibrary" grant with Munro as Berkeley representative, and integration of library and subject web pages also in progress. Project underway with Hurley, Grigsby and ETS to create linkage with MusiLAN. More information and forums on this issue to be shared via Educational Initiatives group library-wide.

3. What can we and are we providing online through web pages, how are new pages working; how are users using online sources and web pages, how get there, what works to reach them.

   ☑ *STATUS: Top priority for 2007/2008. See 4.C.2 Hold for recommendations from DMSelect task force investigating possible changes for subject web pages due in November 2007*

C. Services – Reference and Other Assistance

1. Encourage reference staff to see interactions as instructional

   ☑ *STATUS: Top priority for 2007. Development of new online tutorials. Web Advisory Group review of library web site. Planning for Excellence in Reference Services focus co-led by Imani Abalos and Jennifer Dorner to begin in 2008. See 1.B.1 and 2.C.1*

2. How can we make in-person service more efficient, higher quality, more targeted

   ☑ *STATUS: Top priority for 2007. See 2.C.2*

3. Develop reference services to meet users where they are (IM, rovers, services in high traffic locations)

   STATUS: Discussion continues about enhancing the information-service role at the security desks and considering additional assistance in the Stacks per recommendations of the Gardner Stacks Task Force report coming in September 2007.

4. Provide improved technology for reference

   STATUS: Dupuis announced IM reference pilot within Doe/Moffitt; Abalos is chairing the group of volunteers to implement the service in October 2007. Abalos purchased larger

monitors for the reference desks for ergonomic and service reasons. Stirling hosted all reference staff meeting in summer 2007 and announced UC-wide chat-based reference service.

5. Re-envision reference services

   STATUS: Initiated reference staff blog and manual online. Reviewing staffing and hours at various service points including desks and chat services. Planning for Excellence in Reference Services focus in 2008.

D. Services - Library's Instructional Role - Programmatic

1. Vision for support for undergraduate and graduate students

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view.

2. Re-envision Know Your Library courses and Research Advisory Service

   STATUS: Forwarded issue to Imani Abalos and Tim Dilworth for further consideration along with other discussions of changes with reference and instruction

3. Integrate library instruction into curriculum

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view. Mellon Library/Faculty Fellowship for Undergraduate Research grant to have final report completed for January 2008; campus-wide discussions planned following

4. Create more avenues for librarians to gain access to assisting with assignment design

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view. Mellon Library/Faculty Fellowship for Undergraduate Research grant to have final report completed for January 2008; campus-wide discussions planned following

5. Provide improved technology for instruction

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view.

E. Services - Library's Instructional Role – Instructor Development

1. Help liaisons develop and practice good teaching skills

   STATUS: Library Instructor Development Task Force Report received in 2006. Discussions to begin in winter 2007 with Head of Instructional Services for Doe/Moffitt and others interested library-wide

2. With the advent of Google scholar and the relentless march of the Internet and increasing availability of online resources, we need to rethink how we do instruction. My old script doesn't work anymore and I am not sure how to revise it

STATUS: Library Instructor Development Task Force received in 2006. Discussions to begin in winter 2007 with Head of Instructional Services for Doe/Moffitt

3. Discussion of how to design library instructional sessions for the graduate level

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view. Discussions to begin in winter 2007 with Head of Instructional Services for Doe/Moffitt

4. More collaboration regarding teaching and instruction

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view. Library Instructor Development Task Force report, received in 2006, includes recommendations regarding collaborative approaches.

F. Evaluation and Assessment:

1. Create a pop quiz for library users (general attitudes and knowledge)

   Resolved: Library participated in development of UCUES questions related to libraries and may consider other evaluation mechanism and will continue to use that survey to gather students attitudes and statements about use of libraries and library collections. Related to the Mellon Library/Faculty Fellowship for Undergraduate Research undertook several surveys of undergraduate students in particular courses and believe the findings will be more valuable than any other survey of library users disassociated from the context of a specific course. Further surveys of library users will likely be tied to other goals – such as satisfaction, use, and future needs.

2. Organize discussions or meetings with faculty and students about how they do research, how they approach research, and what they really need from the library.

   STATUS: Under consideration with New Directions for the Library initiative launched by Tom Leonard in April 2007

3. Identify library's contributions to student learning

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view

G. Alignment with Campus Initiatives

1. Publish Library Prize winners works; student journals?

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view

2. Librarians need to be at the table at academic unit/departmental meetings.

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view

3. Create higher-level approach and interactions with other campus units related to teaching and learning; possibly create library as central campus resources for this across university

   STATUS: Forwarded issue to Dupuis to manage with Educational Initiatives Council; considerations need library-wide view. Library Teaching and Learning Spaces Task Force report has recommendations about this issue. Discussions to follow with Moffitt revitalization planning as well.

4. Offer needed services that other units on campus don't offer widely and publicize (video editing, learning commons, group study space, guidance to faculty on copyright)

   STATUS: Various projects underway. Multimedia workstation pilot proposal being developed in collaboration with Moffitt Microcomputer Center as part of Moffitt Library revitalization. Group study space recently opened in 190 Doe and under consideration for Moffitt Library revitalization. Discussions about approaches to copyright underway with Administrative Group, faculty committees, and UC-wide groups

3. Collection vision and access

The collections in the Doe/Moffitt Libraries cover a diverse range of disciplines, formats, and languages and are located in nine locations. Working in collaboration with the AUL and Director of Collections, we need to continue to refine our approaches to developing the collections and associated funding and support. We need to determine how to manage our changing collection needs, articulate approaches for balancing access to and security for these collections, as well as methods for enhancing users' ability to identify and utilize collections for disciplinary and interdisciplinary research needs.

A. Collection Management (including collection security and storage)

1. Create vision for collection in Gardner Stacks; improve browsability, determine possibilities for withdrawing MAIN materials; tattle-tape all collections before catalogued and ensure security in transit

   ☑ *STATUS: Top priority for 2007/2008. Collections Integrity Task Force currently charged with focus on these issues; a report is due in December 2007.*

2. Scope of Doe/Moffitt collections shelved on-campus vs. off-campus including review of use-based storage allocations criteria by subject area; creation of specific goals for each subject area for items to go to NRLF; process for identification of items to go to NRLF; consideration of archival journal runs; and perspective on competition/cooperation with other campus libraries for storage

   STATUS: Gardner Stacks NRLF Selection Task Force currently charged with developing criteria and process for selecting items to be shelved at NRLF which will contribute to a description of the scope of the MAIN collection; a report is due in December 2007.

3. Generate meaningful reports to gather and analyze collections-related data; how many monographs have we added to the collections (location, language, years); need for current

useful statistics for collection development – purchasing duplicate or online copies, replacing, storing, withdrawing

Resolved: Forwarded issue to Chuck Eckman who plans to charge a library-wide group to look at collection management data in 2007/2008

4. Shelf-read reference collections

   Resolved: Currently being conducted regularly by Doe/Moffitt Reference Services

5. Look at the reference collection – what online, what have that's not being used

   Resolved: Forwarded issue to Myrtis Cochran for Reference Collections Advisory Group

B. Collection Development and Funding

1. Revisit collection funding allocations – in line with needs/size depts/interdisciplinary fields; can unused funds be reallocated to others in Doe Library

   Resolved: Forwarded issue to Chuck Eckman to manage through Collections Council; awaiting campus response to budget request focused on increasing the fund for collections over multiple years

2. Grow distinguished research collections across areas; determine what is changing about collections use; clarify collection assignments to insure complete coverage and make referrals easier; clarify collection responsibilities related to who purchases English-language materials published by international publishers

   STATUS: Forwarded issue to Chuck Eckman to manage through Collections Council and related to one of Library's capital campaign themes.

C. Collection Use and Access

1. Explore how to re-invigorate social science information services. How can we use technology better? How can we get students to use our rich collections of data, government documents, foreign language materials? How should we allocate staff?

   STATUS: Data Services Task Force submitted report in July 2007, for consideration by Admin. Conversations to follow related to recommendations; considerations need library-wide view

2. Ensure one is able to browse the online catalog in ways that address users' inability to browse the whole collection on the shelves due to various shelving locations including off-site locations such as NRLF and the variations in listings between Pathfinder and Melvyl.

   STATUS: UC is partnering with OCLC to explore a new Melvyl interface for users which may build on or impact local catalogs. Rubens is Berkeley representative on UC-wide task force with pilot projects anticipated for some campuses by fall 2007.

3. Improve quality of records including problems with transliteration and minimal level records.

   STATUS: Forwarded issue to Lee Leighton; considerations need library-wide view

4. Collaborate with technical services to improve access to collections and public services, including addressing issues related to backlog of collections which have been acquired in past several years but remain uncataloged (e.g. acquiring records from vendors and LC cooperative acquisition program)

   STATUS: Technical Services Review was received in 2006. Discussions continuing in Administrative Group; considerations need library-wide view

5. Make better use of statistics on database usage. Identify our 10 most used article databases, and track changes in the number of searches on these before and after changes to the web site that might affect usage. Perhaps Google Analytics or some other method could be used to measure how many times users leave our site for licensed resources.

   STATUS: Hold for further discussion; *considerations need library-wide view*

6. Promote licensed resources more aggressively. Perhaps there could be a featured database item each month on the Library news space.

   Resolved: Forward issue to John Kupersmith and Web Advisory Group

7. Do whatever we can to make licensed resources easier to use such as lobbying vendors to improve usability and making usability a prime criterion in selection decisions, or pursuing multi-database search solutions through local development or outsourcing.

   STATUS: CDL Resource Liaisons lobby vendors to improve usability and search interfaces of databases, etc., and report on these issues in their annual vendor evaluations.

4. Staff support and engagement

The people who work in the Doe/Moffitt Libraries are one of the most valuable resources the library offers to the campus community. From the moment people apply for staff and student positions, and throughout their tenure in the library, we need to work together to create a respectful and collegial environment that supports individuals' growth and encourages team-based initiatives.

A. Communications

1. Communicate process when positions are vacated and how tasks are divided among staff or new positions

   Resolved: Dupuis and department heads have communicated the calls, processes, and final decisions about short-term and long-term reassignments, and will continue to do so

2. Concern that views, especially those counter to prevailing groups, are not filtered up reporting lines

   Resolved: Dupuis regularly attends ADMIRE and DMSelect meetings, as well as departmental meetings when requested; participants can add topics to the respective agendas. Dupuis has an open-door policy for staff to share issues and concerns

3. Mechanisms for announcements, updates, and ongoing exchanges

   Resolved: DMAG will add this issue to future agenda. DM Staff Wiki serves as a new online forum which can continue to develop. Departmental meetings should fill part of this role, as do the cross-departmental meetings (ADMIRE and DMSelect). Beginning to host All Doe/Moffitt Staff meetings twice each year, and willing to explore other approaches proposed by staff

4. Adopt 'radical transparency' in management where decisions are carried out in public and all votes and positions for and against items are recorded publicly. This also includes any and all draft documents along the way. The methods by which decisions are made are also shared publicly, archived, and kept accessible as well.

   STATUS: Hold for further discussion.

5. Staff morale with more celebrations, parties, and break rooms to encourage inclusion rather than exclusivity

   Resolved: Department heads to discuss with staff as seems best for each unit or across units.

B. Operations (including training and project management)

1. Staff development including such areas as learning new teaching skills, development opportunities to improve our reference abilities and even our technological abilities. The CalPact classes can be useful for software, but they can also be uneven and may not address the library applications of various resources. Many of us don't have time to read extensively in the literature or blogs or even attend programs in South Hall

   ☑ *STATUS: Top priority for 2007/2008. See 4.C.2; Library Instructor Development Task Force recommendations to be acted on in 2007 as well.*

2. Help educate the next generation of library workers. Jim Spohrer has a successful intern program; what needs to happen for the rest of us to recruit students who will both learn from us and also share the workload? We don't have enough lines to supply library assistants/student help to do our jobs. Interns or volunteers would help

   STATUS: LAUC-B Executive Committee appointed the Task Force on Library Internships which is charged to "coordinate, facilitate and promote library internships within the UC Berkeley libraries. It will advise the libraries on policies and procedures related to successful internships." A report is due December 2007.

3. Create DM operations group to meet regularly to discuss and problem solve issues around student assistant training, daily operations, etc. Supervisors of student assistants do not meet as a group to share ideas

   Resolved: Created discussion group for Doe/Moffitt staff who supervise student library employees to talk about a range of issues and share approaches and models; Gisele Herrmann and Shannon Monroe will co-lead this group starting in fall 2007.

4. Create mechanism for encouraging the periodic review of policies and procedures

STATUS: DMAG has added this issue as a topic for a future agenda

5. Create rewarding strategies for team-based projects

   STATUS: Hold for further discussion; *considerations need library-wide view*

6. Move to the use of small cross-functional enabled teams for leading efforts to create new services or improve existing processes. The goal would be to speed up both the development of new services and retooling existing services. One of the weaknesses of the current situation of task force-centric model is that they are typically too big or are not authorized to doing anything other than write a report. Small cross-functional teams with decision-making authority, composed of, for example, systems, public services, & TLIB staff, could pilot and test various new services or improvements to existing support & operational activities. These teams should be enabled to take risks and be supported from the top in their efforts and trials.

   STATUS: Under consideration with New Directions for the Library initiative launched by Tom Leonard in April 2007; results after presentations and retreats will likely lead to changes in how we operate as an organization and those considerations need library-wide view. Currently handling OCLC/UC WorldCat Local project and Doe/Moffitt IM reference service for humanities and social sciences using this approach.

C. Professional Development and Continuing Education

1. Continuing education and professional development opportunities, including diversity issues; seek adequate funding

   STATUS: Hold for further discussion; *considerations need library-wide view*

2. Create continuing education programs (workshops) for staff to learn about new technologies (Dreamweaver, wikis, chat, other Web 2.0, etc); create infrastructure and support for learning new skills, practicing, acquiring software/hardware;

   ☑ *STATUS: Top priority for 2007/2008. Formalization of technology trainer role within Doe/Moffitt for Tim Dennis' position, to assist staff interested in learning about and exploring uses of various technologies noted above; series to begin in fall 2007. LAUC-B conference in November 2007 focuses on issues which may spark ideas as well.*

3. Create shared professional development area of materials within departments

   STATUS: Department heads to discuss with staff. Doe/Moffitt Instructional Services has professional development collection which all staff are welcome to borrow; others might follow that model.

4. Rethink LAUC and Library Admin's approach to professional development spending. Incentives are needed to encourage travel and professional participation that furthers the library's goals (as opposed to the individual goal of promotion). We need people at the "right" workshops, conferences, meetings, and what they do there needs to be acknowledged by someone other than CAPA. Perhaps D/M could model this type of practice by offering incentives/recognition to those who publish, present, or attend conferences related to these four themes

STATUS: *Hold for further discussion*; *considerations need library-wide view*

5. Concerted effort to write grants

   STATUS: Hold for further discussion. Related issues raised with Custodial Collections Task Force; *considerations need library-wide view*

D. Change Management

1. Some kind of thought about supporting employees during rapid change. Possibly find consultants to advise us on change management and facilitate speeding up innovation in an appropriate way

   STATUS: Under consideration with New Directions for the Library initiative launched by Tom Leonard in April 2007

2. Functional re-assessment of the library's changing roles and expectations. By this I mean we need to look at and have ongoing conversations on how libraries are changing b/c of external (and internal) forces. Topics could include some kind of 'after Google' workshop or 'reference in 10yrs', etc. Experts could be brought in to talk about these issues and how we might change

   STATUS: Under consideration with New Directions for the Library initiative launched by Tom Leonard in April 2007

E. Recruitment and Retention

1. Strategies for recruitment and retention, including diversity issues

   Resolved: Issue being handled through Human Resources Department and LAUC-B discussions; considerations need library-wide view

2. Hire and support hybrid employees – employees who have domain knowledge, know how to innovate and manage change, and technological expertise

   STATUS: Under consideration with New Directions for the Library initiative launched by Tom Leonard in April 2007; considerations need library-wide view

3. Explore a "fellows" type program to bring in early career professionals for 1-2 year periods to work on special projects, bring in new ideas, etc. Maybe use salary savings as seed funding

   STATUS: Under consideration with New Directions for the Library initiative launched by Tom Leonard in April 2007; considerations need library-wide view