

**Transforming
Clemson University Libraries
for the 21st Century**

**Study and Recommendations by the
Future is Now Task Force**

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❖ Introduction

The Future is Now Task Force (FIN TF) is completing an eight-month planning process in order to align Clemson University Libraries (CUL) strategic priorities with changing technologies and user needs. Given its charge from the Dean of Libraries, the TF has developed a new mission statement for the library and set forth recommendations for action based on its understanding of on-going technological change at Clemson University (CU) and in the academic library world. The recommendations fall into seven broad areas: collections, public/user services, technology/systems, technical services, communication/public relations/marketing, facilities/space, and library administrative activities. Within each category a background section provides context for recommendations, and separate sections highlight priorities and expected outcomes. The TF has identified recommendations based on sources including general library literature, presentations from colleagues, Libqual survey results, peer institutions and benchmark practice reports, and the Environmental Scan and Survey Group reports, all of which are available through the FIN TF webpage. The TF will now hand off the recommendations to an Implementation Team, to be led by the Dean of Libraries, and will serve as a resource for any issues that arise in that regard.

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❖ Mission Statement

Clemson University Libraries connects our university community with resources vital to learning, teaching, research, and innovation in an expert and courteous manner.

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“To improve is to change, to be perfect is to change often.” --Winston Churchill



❖ Current State of Clemson University Libraries

Advances in technology and changes in culture have been the driving processes that make today's libraries so different from those of the past. Some libraries have clearly been more successful than others in keeping up with these changes. As the TF examined the current state of the CUL in order to make recommendations for transformative changes, it was encouraging to realize that the library has certainly been willing to move with the times. Taking into consideration the challenging funding issues over the past twenty years, CUL has actually done a very creditable job of serving its primary users, the students and faculty of CU. The TF recommendations, then, build upon the many strengths the library already possesses, a firm foundation that will support its efforts to more effectively serve a 21st century university.

One of the greatest strengths at CUL is the workforce. Over and over again the TF saw that the people who work here care about the library and are willing to change, to learn new skills, and take on new challenges. Many of them have already done this over the years, as the library moved into the digital age. While younger employees may be digital natives, employees who have been here more than ten years have had to learn new systems and techniques, sometimes not once but several times. They are still here and still willing to take on what comes next. CUL employees also care about the services they are providing. According to the 2011 LibQUAL survey, students and faculty have a very high opinion of the way that library employees provide individual attention, show that they care about users, and possess the knowledge to answer their questions. This was also apparent in the Survey Group report. Since the library's mission is to connect the university community with resources vital to learning, teaching, research, and innovation, providing the service that makes those connections is of the utmost importance.

While the CUL's collection of resources is smaller than some, it is a collection that reflects diligent efforts on the part of the library to supply the resources needed by the CU constituency. Subject specialists have worked hard to stretch limited resources to purchase the books, journals, and other materials needed by Clemson students and faculty. In the last two years, part of the monograph budget has been used for a new type of purchasing, patron-driven book acquisition, in an effort to spend the money we have more effectively. It is impossible, however, to acquire everything needed, and it should be noted that the size of a library's collection is no longer considered a valid measure of a library's worth. What's important is doing everything possible to connect users with what they need. To achieve this goal, the library joined the Pascal Delivers system to give users access to the books of over fifty academic libraries in the state within a few days. It also provides Interlibrary Loan access to books, articles, and other sources vital for research from throughout the world, in many cases within a few days, sometimes even within a few hours. The library provides both of these services at no cost to the user.

In the present digital world, access to information online and instantaneously is a basic expectation of the CUL users. Clemson has students and faculty not only on the



"The future is now." --Nam June Paik,
Korean Fluxus artist

*"Nothing diminishes anxiety faster than
action."* --Walter Anderson

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main campus but at sites throughout the state of South Carolina, the United States, and the world. To bring our users what they need, CUL has truly become a library “without walls.” The library has over 100,000 electronic books, 63,000 full-text electronic journals, 400 electronic databases, and online discovery tools. This means a large portion of library information resources is available to Clemson students, faculty, and staff wherever they are, on campus or anywhere in the world. Libraries must not only provide these resources, but also teach their users how to evaluate them. This type of information literacy is particularly relevant as users increasingly turn to the Internet for information. CUL has been instructing students not just in how to use library databases and internet resources, but also how to think critically about what they find. In the past year, over 386 library instruction classes were taught, attended by over 7,000 students. Teaching critical thinking will be even more important in the future with the adoption of Clemson’s QEP, and the library is already active in this teaching role.

Another aspect of the online distribution of information is digitization of unique or special collections. A 2010 OCLC survey of Special Collections and Archives showed that 97 percent of the research libraries surveyed had either completed one or more digitization projects or had an active program. CUL has already begun this process, acquiring the expertise and equipment necessary for digitization. Materials held in Special Collections have been or are in the process of being digitized, with more planned for the future. In 2010, CUL received a 3-year grant to make more than 1.5 million pages of resources held by the National Park Service, as well as selections from the National Park Service’s directors’ papers held in Special Collections, available digitally. The library also hosts the Upstate Scan Center, a regional scanning site for the South Carolina Digital Library. CUL has an excellent start in contributing to the spread of unique information through digitization.

The digital world also involves new ways of communicating. Recognizing that our users have moved into a world of social media, the library has created a blog as well as Facebook and Twitter presences to spread information about CUL resources and services.

Library facilities for on-campus students is definitely another strength. Group projects and collaborative research are a very important part of learning at CU, quite different from the individual research style that predominated in the past century. The CUL has listened to students’ requests for more group study and meeting space and more technology. The library now provides twelve group study rooms for check-out by student groups. A facilities Road Map developed in 2011 has focused planning on critical facilities enhancements and updates during upcoming years. The Gunnin Architecture Library was remodeled in the past year. A formalized arrangement with the School of Education has created a new library branch in the Tillman Media Center. The Learning Commons, which occupies the east side of the 4th floor and is about to spread to the west side, has been an extremely popular addition to Cooper Library. It provides space, group and individual seating, electrical outlets, and computer technology. It is rare to walk through the Learning Commons and not see several student groups working at white boards or huddled around computers or



“The minute you alter your perception of yourself and your future, both you and your future begin to change” --Marilee Zdenek



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discussing group presentations. As a recent alumnus said on a visit during the spring, “Wow, I wish you had had this when I was here!”

This summary of the current state of the library is not meant to be exhaustive. The library has had and continues to have a role in the university’s focus on undergraduate research, and librarians have supported and led creative inquiry groups. Partnerships with CCIT and the Academic Success Center, continue to bring needed technological and tutorial services to students in the convenience of the centrally-located library. But most importantly, while CUL faces new challenges to remain a meaningful source of information for the Google generation and to provide our university with the services it requires in the coming years, many of the first steps toward those goals have already been taken. CUL can build on current strengths to create the library of the future.

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❖ Overview of Library Trends and Best Practices

Library Trends

In examining the literature, the TF discovered these areas or topics are currently of great interest in the academic library world.

Meeting user expectations in a digital world	Service is #1
Staffing for a modern library	More digital – less print
Communicating the library’s value	Digital preservation
Data curation challenges	The library in higher education
Information technology – how to keep up	Scholarly communication
PDA (Patron-Driven Acquisition)	Mobile technology and libraries

Best Practices – Review of Ideas and Practices used in Other Libraries

Internet Presence

- Maintaining a responsive website
- Creation of mobile apps
- Improving search interfaces
- Web design trend study – to keep up with webpage technology

Technology and Library Instruction

- Course management system links
- Texting, online chat
- Mobile apps
- Video tutorials, podcasts
- Using Twitter and Facebook
- LibGuides expanded role



“A year from now you will wish you had started today.” --Karen Lamb

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- QR codes and uses in the library
- Mobile information literacy classes
- Think of web presence as digital branch of library

Service Points and Space

- Single service point
- Flexible seating arrangements
- Demand for versatile, flexible study and teaching space

Staffing

- Increased staff training to prepare workforce to better serve users
- Third shift presence in libraries
- HR position to handle training

Collections

- Smart PDA technology
- Hiring a copyright expert
- Development of cataloging based on metadata analysis

Administrative Services

- Technology first; budget second
- Pedagogical change
- Data management/stewardship
- Strategic planning
- Shifting to more digital content and impact on resource allocation, staff development, user services, research support, IT and communications

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❖ Task Force Recommendations

Collections

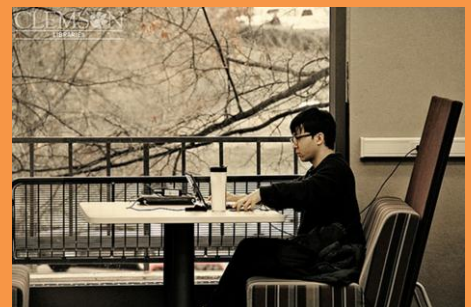
Background Information

A library's value remains rooted firmly in the collection, maintenance, and preservation of content. According to David Lewis, the existence of a cheap, worldwide communication network that increasingly makes documents easily and freely available to everyone is transforming library practice.¹ Developments in content digitization, data repositories, open access initiatives, patron-driven acquisition, ebook and journal availability are fueling the trend from print to electronic collections.

¹ Lewis, David. "[From Stacks to the Web](#): the Transformation of Academic Library Collecting" (preprint, College of Research Libraries, Accepted: November 29, 2011; Anticipated Publication Date: January 2013).



"I can accept failure, everyone fails at something. But I can't accept not trying."
--Michael Jordan



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The TF noted that peer institutions not only employ management expertise for traditional collections, they are vitally involved in the creation and sharing of unique content in a variety of formats. This has necessitated taking on the challenges of copyright, shared collections partnerships, and other legal issues. Copyright issues, particularly in relation to ownership of digital materials, are impacting many library and university/faculty functions. According to the Environmental Scan report, educators need guidance in how to interpret the laws and apply best practices at their institutions.

TF readings, speakers, interviews with library administrators, and discussions all support the need to gain space and reduce costs by removing little-used print materials from open stacks through storage or weeding. Evaluation of what we no longer need or do not need to add to our collection and establishment of partnerships with other institutions to ensure that participants share in the preservation of knowledge through cooperative retention of materials are very important.

Task Force Recommendations

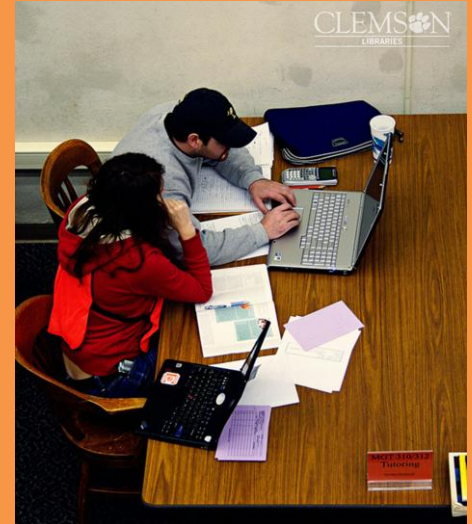
1. Optimize management of print collections and establish guidelines for selection, assessment and management of library's general collection, both print and digital forms.
2. Become a resource for copyright issues, providing expertise for faculty and library initiatives.
 - a. Teaching
 - b. Digitization 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).

Priority / Timeline / Effort

Recruitment of expertise in collection management and copyright are most urgent and could be implemented within the next year. These will require the commitment by the library of dedicated positions to those areas. Before collection development personnel are in place library personnel can concentrate on weeding of the print collection. Free software is currently available to aid in withdrawal decisions.

Development and marketing of an Institutional Repository, Open Access initiatives, and building of stronger unique holdings in Special Collections must be planned strategically and executed over time. These will require the long term commitment of

"The future is longer than the past."
--unattributed quote



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funding and ongoing marketing efforts by the library. Establishing vendor partnerships in digitization, preservation and marketing of our unique holdings is one strategy to pursue in the near future.

CUL already is a participant in ASERL's Collaborative Federal Depository Program, designated as a Center of Excellence for Parks, Fish and Wildlife, and Forest Service. In addition, ASERL has recently begun a cooperative journal storage initiative. Expanding CUL's involvement to include other areas can be considered right now. The library can also move to encourage CU to issue a policy granting permission to faculty to make their work available publicly in an institutional repository.

Expected Outcomes

CUL will be strongly equipped to make a carefully planned transition to digital materials wherever appropriate; to create a conveniently accessible, efficient print collection that serves our users and the current curriculum and that occupies the minimum of prime building space; to play a primary role in the campus management of locally produced research data and publications; and to create unique content that contributes to the world's store of knowledge.

Public / User Services

Background Information

In recent years, "Where have all the patrons gone?" is an often heard lament in academic libraries. National trends, as well as data for CUL, show steep declines in reference and circulation requests. ACRL statistics show double-digit declines for both reference and circulation requests over the past ten years. Statistics for the CUL reveal a 32 percent drop in reference questions and a 15 percent drop in circulations over the last seven years. CUL is no longer the "first stop" for gathering information. Internet search engines provide easier avenues for beginning research, and convenience has become the criterion for patrons in selecting search tools. A 2010 OCLC study showed that over 90 percent of students started their research in places other than the library, 83 percent using a search engine and seven percent using Wikipedia.² When the FIN Survey Group asked students where else besides the library they gathered information, 63 percent indicated they used Internet or online sources.

Considering these statistics, it is vital to make the library and its resources as convenient to users as Google and as easy to use as a good app for their mobile device. CUL must make its resources convenient, and address the issue of awareness. Based on surveys and interviews with Clemson students and faculty, the Survey Group found one reason for the decline in use of library services: many CU students and faculty are simply unaware of services offered by the library. A concerted effort must be put into keeping users informed of what the library offers. This will mean constant communication and marketing to our users about library services and resources.

² Brad Gauder, ed. *Perceptions of Libraries, 2010: Context and Community*, (Dublin, Ohio: OCLC, 2011).



"You've got to think about big things while you're doing small things, so that all the small things go in the right direction."

--Alvin Toffler

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The library must provide easy-to-use, convenient instruction for library resources. Since most people want questions answered on a just-in-time basis, there needs to be more specific and strategically-placed instruction, for example, online tutorials linked at point of need or ways to ask questions and get instant answers (chat, texting). New approaches to instructional design must be considered since research shows millennial students do not search and learn in a linear way, but rather prefer discovery and scanning. Previous emphasis on teaching the “perfect search” should yield to more focus on evaluation of results. New pedagogy includes the “flipped” classroom approach to learning and this could also be incorporated into library instruction.

Finally, increasing the effectiveness of service points in response to changing expectations, both inside and outside the library, will be vital. When convenience is guiding the choices of information seekers, anything that is inconvenient will be rejected. The library needs to provide service in ways that are as easy and convenient as possible and take a just-in-time approach to addressing patrons’ needs. It is also important that the level of service provided be appropriate to the questions being asked.

Task Force Recommendations

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.

Priority / Timeline / Effort

The library can begin implementation of any or all of these recommendations right away. Better external communication and marketing should begin to take shape as soon as possible. Some of these recommendations would require a funding commitment. The establishment of a user services assessment office or officer might also take priority, because the information gathered by this office or person should be utilized in decision making, not only in this recommendation area but also in several others. There will undoubtedly be experimentation in achieving some of these goals in order to find the best way to provide improved public / user services.

Expected Outcomes

CUL’s public and user services will better meet the needs of CU students and faculty. CUL staff will be deployed at service points that combine functions and create a single



“You must do the thing you think you cannot do.” --Eleanor Roosevelt

point of contact in each library. Faculty librarians will engage users at a level appropriate to complexity and need for research assistance. Instructional practices will more closely mirror those elsewhere at CU.

Technology / Systems

Background Information

Research indicates that technology has been one of the largest growth areas for libraries over the past decade. CUL will soon discover that the needs and demands of its users can no longer be met with the institution's current investment of resources related to emerging technologies and systems, as well as e-science, data management, and scholarly communications as a whole.

Specifically, investments in scholarly communications and data management will be required to sustain the vitality, health, and strength of the library as an active and cooperative partner in meeting the research demands of the university. This is especially important given the requirements among federal grant agencies, such as the National Science Foundation, for the development and execution of data management planning. In order to sustain a robust data management initiative, a skilled team will be needed to develop, maintain, and enhance the digital repository, which will store, preserve and deliver data sets, research articles, theses and dissertations, and other unique Clemson scholarship and intellectual property. Research suggests that establishing and managing a digital repository will maintain and enhance CUL's relevance to academic support at CU.

In addition to data services, the library has an opportunity to contribute to and collaborate with existing campus initiatives in digital humanities, such as the CyberInstitute. In order to support these initiatives, the library will need a strong web development team to design and deliver content using web platforms that are intuitive and accessible.

Finally, additional support for library enterprise systems, such as the ILS, is needed to further enhance the library's ability to connect patrons to electronic resources. Research conducted by the TF revealed that most delays in workflow could be attributed to a weak systems infrastructure, and an insufficient staff administering those existing systems. Open source software should be explored more vigorously.

In an age of a global economy where business is conducted from anywhere, so, too, teaching and learning can occur anywhere. Upward trends in such activities as online classes, distance education programs, satellite campuses, and the need for online library resources necessitate a robust technology infrastructure and specialized staff to ensure library users' abilities to reach their teaching, learning, and research goals and for the university to attain and maintain Top-20 status. CUL's web site, the main research portal, can no longer be designed, implemented, or maintained as a static interface, but must now be monitored continuously and revised to accommodate the rapid and dynamic changes in technology and access.



*"The only limit to our realization of tomorrow will be our doubts of today."
--Franklin D. Roosevelt*



Task Force Recommendations

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.



“Celebrate what you’ve accomplished, but raise the bar a little higher each time you succeed.” --Mia Hamm

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- b. ILS maintenance and assessment.
- c. InterLibrary Loan / Document Delivery system maintenance.
- d. Off-campus access to e-resources.
- e. Content discovery platforms.

Priority / Timeline / Effort

The implementation of these recommendations for Technology / Systems will be critical considering that so many of the other recommendations proposed by the TF will depend upon a solid technological foundation. It is essential that these recommendations be given a high priority in the reorganization of resources at CUL.

Expected Outcomes

A more robust technological infrastructure will allow CUL to better meet the research demands of the university, as well as position the library to be a major player in a number of large campus initiatives involving digital scholarship. The library will be recognized as serving an essential role in CU's roadmap to becoming a Top-20 university.

Technical Services

Background Information

Growth in the number of electronic resources acquired by the library has far exceeded the staff support required to purchase, license, catalog, and maintain access these resources. The Survey Group report and LibQUAL Analysis and Trends indicates CU faculty, staff, and students prefer availability of both print and electronic resources. Authors of the research brief "Reimagining the Academic Research Library"³ recognized the trend towards acquiring more electronic resources as a substitute for print. As a response, libraries are directing a greater percentage of budgets towards an "access" over "ownership" of resources approach. While e-serials are well established, libraries continue to tentatively explore e-books as an option to print book collections. Many libraries are investigating and adopting an e-only policy with regards to collection development, and continue to explore new approaches in acquiring materials, such as patron-driven or demand-driven purchasing and print on demand services. While the Google digitization project has some issues with copyright and quality, there is no denying the impact of the mass digitization of print. Tools to assist in information discovery are needed to compete with Google to maintain relevancy.

Technology is one of the biggest growth areas for libraries over the past ten years. Libraries also recognize the need to promote their own unique and special collections through a digital environment. Institutional repositories for university research, digitization efforts with special collections and other unique resources have created an environment for greater specialized training of technical services personnel. As an example, libraries are redefining the roles of cataloging staff to become metadata specialists. It will be necessary for CUL to provide the library workforce with tools and training needed to prepare for this new environment.

³ Cindy Hong and Aashna Kircher. [Reimagining the Academic Research Library: Custom Research Brief](#) (Washington, D.C.: The Advisory Board Company, 2010)



"What you do today will determine where you are tomorrow. Are you moving forward or standing still?"
--Tom Hopkins

Task Force Recommendations

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.

Priority / Timeline / Effort

The evaluation of duties and workloads can begin immediately in both Acquisitions and Cataloging to identify:

- Redundancies and unnecessary paperwork.
- Tasks that can be eliminated or greatly reduced.
- Tasks that can be performed by student workers.
- Tasks that can be outsourced.
- Areas where additional staffing support is needed.
- Areas where workflow can be streamlined.
- Areas where greater cooperation between the units would be advisable.

When areas are identified where outsourcing or additional outsourcing is recommended, the process of identifying methods and/or vendors to provide these services can begin immediately. Any required restructuring of units or reassigning of staff from areas of lesser need to areas of greater need can be analyzed. Close coordination with library administration will be required in order to insure that library workforce members are fully trained in any new assignments and that position descriptions are revised to document duties and responsibilities.

Technical services can continue to coordinate closely with Digital Initiatives/IT to enhance existing discovery mechanisms such as online catalog and the discovery service, and should participate in planning for an open source ILS solution to replace Millennium. Technical services are currently part of the evaluation of Summon



“The new consumer utopia of instantly available digital books is leaving the library behind as a relic of a bygone age when users were not self-sufficient and when the information or book a user wanted was not simply a click away.”

--Dennis Dillon, University of Texas at Austin Libraries



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discovery service and can continue this and other efforts long-term. Acquisitions and Cataloging are also preparing to replace the AACR2 cataloging rules with RDA soon which is also expected to improve discoverability of resources. Technical services must also coordinate closely with collection development efforts for both digital and print resources. This can include purchasing, licensing, cataloging, assessment, relocation, replacement, weeding, etc. The uniqueness of special collections resources and the increased need for discoverability require continuing efforts to catalog print, process archival work forms, and provide metadata for digitized collections. These efforts can be accelerated.

Expected Outcomes

CUL will have an appropriate alignment of staff effort and processing routines related to managing materials acquisition. Lynn Sutton, Dean of Libraries at Wake Forest University, mentioned a study there that found 70 percent of staff effort was spent on 30 percent of resources.⁴ A culture of experimentation will be encouraged so that new approaches, formats, and emerging technologies are sought out and acted upon. This means a change in technical services from a primary focus on print resources to one on digital resources. These enhanced activities can include increased emphasis on metadata creation for digital collections, support and preservation of e-journals, e-books, databases, and e-documents, support of outsourcing efforts, and support of software needed to manage efforts for both digital and print resources.

Communication / Public Relations / Marketing

Background information

The Environmental Scan group noted that students' preferred methods of communication and research are primarily technology-driven applications. Texting and access to social media directly influence students and how they communicate. It was also reported that both CU and CUL need to examine and vary methods of communicating with students as their preferences change and technologies evolve. Similarly, the way CUL publicizes and communicates services available to students will need to vary as well, and a variety of communication pathways developed and exploited.

Students and faculty surveyed are generally unaware of many of the services the library currently provides. Responses from a number of sources focused on a lack of communication in the workplace, either between unit heads and supervisees, or administration and units. The Survey Group reported that when students and faculty were asked about services they would like the library to provide, over 75 percent of responses were for services already offered, with 19 percent indicating the library was doing a good job.

Internal communication emerged as an issue for the library workforce. The report shows that among workers, the biggest fear about change results from communication issues,

⁴ Lynn Sutton, "[The Future Is Now](#): How the Academic Library Can Thrive in Uncertain Times" (presentation, Clemson University; Clemson, SC, February 3, 2012).

"The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it."

--Michelangelo



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while others believe their concerns will not be heard. Responses from a number of sources focused on a lack of communication in the workplace, either between unit heads and supervisees, or administration and units. The library workforce expressed a clear desire for information about new duties and changes in the workplace to be relayed quickly, efficiently, and concisely.

Task Force Recommendations

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.

Priority / Timeline / Effort

Changes that would result in improvement in communication can begin right away. Some recommendations, such as monthly or quarterly forums, can begin now with little to no cost or effort. Other suggestions, such as marketing strategies and organizing personnel information into a single location, will obviously take more time and effort. A positive step in the process has already begun with the recent addition of a Public Relations Coordinator reporting to the Dean. It is important to consider supplementing this area with additional students or staff as the need arises.

Expected Outcomes

CUL will have patrons who are more informed regarding the range of services provided and the uniqueness of particular collections. Internal communication will improve and will create a workforce that is well informed and aware of upcoming changes, why changes were made, and how those changes will affect their jobs and day-to-day duties.

Facilities / Space

Background Information

Space is an important commodity in the academic library setting. Traditional library space use has evolved, and there is tremendous competition on campus for space. Yet, in a satisfaction survey taken in 2009, students voted Cooper Library the #2 spot for socializing, second only to the dining areas on campus. Other library locations in



*"The future belongs to those who see possibilities before they become obvious."
--John Sculley*

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Gunnin Architecture and Tillman Media have also become social settings for students. The library's development as a social scene has been a multi-year process, and use of library materials at Special Collections and, more recently, the Library Depot have also increased. Gate counts have risen steadily in all library locations.

In the Survey Group report, student focus groups requested more individual quiet study space, redecoration/repurposing of existing spaces, and more group study space. The library literature is awash with information about evolving library spaces, mixing the idea that students want both collaborative study spaces and quiet study spaces, when they need them. As noted in the Environmental Scan report, collaborative learning as a teaching method will continue to impact the physical space and libraries have a critical role to play in the design of new public spaces.

Task Force Recommendations:

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.

Priority / Timeline / Effort

Space initiatives are a top priority. A CUL facilities office could be accomplished in short order and begin to create the framework to provide improved oversight of space use now, as well as implementation of upcoming improvement projects. The CUL Road Map (2011)⁵ is a good example of a phased approach but may need updating given recent changes. A Road Map approach to space planning in the four branch libraries at Gunnin Architecture, Special Collections, Tillman Media, and Library Depot might also be useful. A phased approach is best in terms of closing and re-opening spaces during down times, and also makes projects more appealing in terms of funding. Efforts to identify and secure funding will be an important parallel priority for space improvements.

Expected Outcomes

CUL will be positioned as an important research and support service to help students succeed academically and will play a vital role in that success. The library's locations on campus for study, active teaching and learning, equipment and specialized learning resources, and for unique research materials will be valued highly by students and faculty.

⁵ Clemson University Libraries, [Cooper Library Facility Road Map](#) (Clemson University; Clemson, SC, August 8, 2011)



“The future is purchased by the present.”

--Samuel Johnson

Library Administrative Activities

Background information

Libraries today face unprecedented challenges and change. New technological paradigms and radically evolving library user expectations require a fresh approach to library oversight and administration for future continued success. Libraries must be able to experiment, adapt, and change in innovative and flexible ways to remain relevant in today's academic environment. A library's culture must be such that it can continue to deliver services even under the organizational stresses imposed by an evolving operational environment. Resources and readings consulted by the TF indicate that changes to library oversight and administration are fundamental to ensuring the library continues to play its unique and essential role in the academic enterprise and in moving CU closer to its Top-20 vision.

Task Force Recommendations

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.



"Nothing stops an organization faster than people who believe that the way you worked yesterday is the way to work tomorrow." --Jon Madonna



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- 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.

Priority / Timeline / Effort

Recommendation 1 will enable or contribute to the efficacy of a significant number of other task force recommendations. However, it will require both a culture change generally, as well as adjustments to expectations for supervisors and unit heads. Small-scale implementation targets that yield discrete, tangible, short-term results should be identified that lay the groundwork for more extensive transformation later. These can be accomplished in much shorter time-frames and with much less effort. More immediate assessment activities suggested elsewhere in this report should be conducted in such a way that they can be re-used where possible and begin building a foundation for continuous assessment activities under this recommendation.

Macro-level assessment as suggested in parts (a) and (b) of this recommendation has been performed to some extent in the library through LibQual and other surveys, including some undertaken for the FIN planning process. Micro-level, integrated, continuous assessments as suggested in parts (c), (d), and (e) of this recommendation provide data for monitoring and adjusting services and processes to respond to patron concerns and environmental pressures with the agility required in a rapidly changing business environment. These kinds of assessment activities require considerably more time and effort to put in place, but can be implemented incrementally.

Recommendation 2 contains several suggestions that can be implemented immediately and in the very short-term. Development of assessment procedures will play a role. The FIN TF identified some areas where additional staffing is clearly necessary, as noted in other report recommendations. A knowledge, skills, and abilities (KSA) inventory, that might also include individual areas of interest, can be developed to streamline personnel re-alignment activities that not only consider organizational needs, but embrace and respect employee talents. In the interest of time, the KSA inventory might be built initially including only minimal, essential information and then further refined and developed iteratively through assessment efforts outlined in recommendation 1.

It is expected that the needs of the library will require new hires as well as re-alignment of current personnel. New approaches to staff recruitment are likely necessary to obtain the capabilities the future library will require in an era of relatively static funding. Part (c) of this recommendation identifies some alternative recruitment approaches that might be considered in enhancing the library's human resource functions.

To remain relevant in a changing environment, an on-going library training program will be necessary. A training program will likely use a combination of training resources found in Clemson's HR and CCIT divisions coupled with library-centered training instruction.

A review of KSA needs and availability for the Dean's office support can begin immediately, as well as similar activities in some other well-defined library units. Once Dean's office staffing has been augmented and normalized to KSA-aligned positions and roles, re-visiting HR initiatives and looking more broadly at reward and recognition



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programs can be reviewed. The CU compensation committee will also be addressing some of these issues on a university-wide basis.

Recommendation 3 is already being addressed to a limited extent. A greater emphasis among faculty for generating grant proposals is beginning to yield results now and can be more aggressively leveraged. As changes in the Development Office continue to have a positive effect on the library, areas of revenue generation should continue to be monitored pro-actively for opportunities applicable to the library. With budgets expected to continue to remain static while costs and service demands increase, effectively self-generating sources of revenue is crucial for continued growth and improvement and delivery of services. Identifying a library role to which monitoring for these opportunities fits as a responsibility may be wise.

Recommendation 4 is already being addressed, should continue to be emphasized, and is also the focus of other recommendations in this report. A focused effort to further improve communications in conjunction with communication assessment activities stemming from other report recommendations can begin immediately. The library Dean recently re-aligned reporting and expanded duties for a staff member to create a Public Information Coordinator position to improve both internal and external communications. That position should be further enhanced, possibly with additional staffing, in accordance with other communications-related recommendations in this report.

Continuing to improve transparency and internal communications will provide the vehicles through which more effective assessment can take place, opportunities for involvement in meeting challenges communicated, innovative and creative ideas openly expressed, and communication and marketing to patrons, faculty, and the administrative made more effective.

Recommendation 5 will likely take considerable time and concerted personal and professional effort on the part of all employees as it represents a significant change in cultural attitude and deviation from past practice. However it is essential to generate an open, innovative, and creative culture in order to meet the challenges ubiquitous in all the TF readings and other sources.

Even now the library can begin to work through unit heads and supervisors to transform practices so that they encourage, support, and reward new ideas and fresh new effective approaches to work processes. Innovative change requires experimentation and taking some risks, and leadership must be willing within reason to embrace creative suggestions. Experimental goals and expectations can be clarified through mechanisms such as annual evaluations at both the staff and faculty level.

As communication pathways and practices are upgraded, ideas about process and other improvements can be shared with internal and external stakeholders in an environment of positive encouragement to develop a foundation of assurance that ideas and suggestions will be treated with due respect and consideration.

Immediate demonstration of active administrative support, respect, and acceptance of new ideas and constructive criticism will yield even short-term gains. In an era where academic libraries are re-inventing themselves to avoid marginalization, innovative roles for libraries are essential. An environment open to new approaches to librarianship is

"The future is always beginning now."
--Mark Strand



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necessary to identify and pursue opportunities for collection development partnerships, provide compelling open access publishing services, pilot experimental programs such as satellite libraries, develop attractive new uses of space, build a digital branch library, and develop new approaches to discovery tools and other library resources. To meet patrons' changing needs and become a more integrated and indispensable part of their academic lives, CUL can fill gaps other university units are not prepared or designed to fill.

Expected Outcomes

Through implementation of these recommendations the library will gain valuable and systematic understanding of its own capabilities, strengths and challenges. It will improve operations in the areas of assessment, finance, human resources, and organizational development. It will be able, through improved assessment practices, to articulate and demonstrate the value of CUL at a time when this has become vital. Better organizational development practices in communication, human resources, training, planning and implementation will pave the way for transformation to a culture focused on transparency of decision-making, accountability, process improvement, and clear communication that is ready to meet the challenges of change. Implemented thoughtfully, these recommendations will build the machinery for a library that thrives on new ideas coming from the talent of its personnel. It will always remain capable of meeting the next new challenge and responding effectively to patron needs.

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❖ **Description of FIN Task Force Planning Process**

Initial planning for the process began in late fall of 2011, as Dean Wall looked at the library's progress in aligning itself with the university's strategic goals. Of particular note was her concern for the continued viability of the library's role in the teaching, learning and research vision of Clemson. Working closely with the associate Dean (AD), a planning process was envisioned that would be unlike any previous at Clemson. Specifically, this process would be open and transparent, would be designed to receive input from library personnel, would make information about the process freely available to everyone, and would promote and encourage system-wide thinking among task force members and all library employees.

By mid-January 2012, members for a task force were selected and the charge drafted. To emphasize the sense of urgency for the work, the task force was called "The Future is Now" and the charge noted that the continued viability of the library's role in the teaching, learning and research vision of Clemson could be in jeopardy unless steps to radically transform the library were taken. It was determined that the AD would lead the task force and that Kathy Woodard, Director of Planning and Research at CU, would serve as group facilitator. Identifying a facilitator was an important step as it brought to the process someone with significant experience in the guidance and support of a group process, and marked the first time that such an approach had been taken in the library. The facilitator was briefed on the process and agreed to serve in the role for the eight-month period that was planned for this group work. Dean Wall, in her announcement of task force membership, alerted supervisors to the time commitment and her decision to make this work a priority for task force members.



"Determine that the thing can and shall be done and then we shall find the way." --Abraham Lincoln



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The task force held its initial meeting at the end of January 2012, and agreed on action items for the process as well as ground rules for their work [see Appendix]. In addition to an expected final report of recommendations, the group would also facilitate the revision of the library's mission statement, document practices at academic peer institution libraries, survey the library literature for trends and implications of technological change, and review best practices among current academic libraries as they respond to changes. A regular two-hour weekly meeting time was established and administrative support from a graduate student was provided for better tracking of group work, meeting notes, and assignments.

Ideas were developed for a kick-off to the process that featured a provocative and forward-thinking leader. Such a speaker was found in Lynn Sutton, Dean of the Library at Wake Forest University, who arrived in early February with a lively presentation to library personnel that raised a number of key points about major changes in provision of library services and programs on the academic campus.

Open and Transparent

From the beginning, the AD insisted that the planning process be open and inclusive, with complete transparency, and that information should flow easily in terms of news about the process and feedback from library personnel. Input from library personnel about previous planning efforts and decision-making processes showed many were unconvinced of the legitimacy of TF work. To ensure openness and access to the process, a website was set up using the Libguide format with complete documentation of the process. Linked web pages were created for:

- Charge to the task force, member roster and contact information.
- Resources used by the task force including readings from the library literature, as well as other sources, and all available full-text.
- Reports generated by support groups and task force members.
- Presentations by invited speakers and other notable presentations about the future of libraries that are available online.
- A listing of frequently asked questions and their answers.
- Feedback opportunities for library employees.

Communication and Feedback

Communication is an important element in any endeavor, and especially where broad input is solicited. From the beginning, the TF created many avenues to communicate with library personnel about the process, about the resources uncovered and developed, about trends and implications at peer institutions, and about best practices at academic libraries engaged in responding to the myriad changes in technology and other forces in the academy. Opportunities to communicate and provide feedback on the process took many forms. Among the pathways set up to provide specific input to TF members were:

- Email to individual TF members.

"No one is ready for tomorrow less than the person who holds the most rigid beliefs about what tomorrow will contain." --Watts Wacker, Jim Taylor, and Howard Means



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- Open office drop-in hours held weekly for consultation with TF members.
- Regular updates at Library Administrative Council meetings.
- Email to the TF as an entity.
- An anonymous input form.
- Meetings with all library units.
- An open forum on TF progress with invitations to all library employees.
- Updates in the weekly library newsletter.

Supporting Groups

In order to involve other library personnel directly in the process, additional work groups were identified and charged. An Environmental Scan group looked at social, technological, economic, and political trends affecting the university and library. Their analysis proved crucial to the task force in understanding critical influences outside the control of the library that affect strategic planning. A library faculty member was identified to review data from three LibQual surveys completed over the previous nine years, and these results provided a fresh perspective on library user perceptions of space, services, and collections. To further engage library personnel, and to gain the most current input from university faculty and students, a Survey Group was created to gather data among library user groups and report findings. The results of all three groups are listed on the FIN website and the information therein was consulted closely by the TF in developing recommendations.

New Library Mission Statement

Early in its work, it was apparent to the TF that the library's mission statement was outdated and would not be useful in its current form. Several group meetings were given over to developing a new articulation of the library's mission. There were many discussions in both small groups and the larger task force, and many drafts and word-smithing of new mission statements that could be shared with the larger library workforce for input. Three drafts were developed in this manner and offered for feedback. Based on input received, a final mission statement was completed and was approved by the Dean for immediate adoption. The new mission served as a guide for TF work and was a resource when discussing library responses to technological and organizational change.

Uncovering Trends and Implications

Early meetings of the task force focused mostly on readings from library literature about current trends in organization and response to technological changes. In total there were six required readings for discussion and fifteen optional readings. These were all made available to TF members and library personnel on the TF webpage. Typically the discussions would involve small 3-4 person sub-groups that would react and respond to questions such as "What is CUL already doing?" and "What is CUL not doing that needs to be done?" as well as "What can CUL try to do?" and "Challenges and actions to try." The small groups would report back to the larger group for further discussion. In this



"Vision is not enough. It must be combined with venture. It is not enough to stare up the steps, we must step up the stairs." --Vaclav Havel



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way, recommendations were fleshed out and shaped during the discussion process, and brought forward to be considered for the final report recommendations.

Best Practices

Another element of reviewing the current landscape of academic library work was looking at peer institutions and their libraries. Using a list of the peers developed by the CU Office of Institutional Effectiveness, seven administrators of peer institution libraries were contacted and telephone interviews arranged to discuss a range of topics related to library practice and the challenges of the future. TF members paired to interview the library administrators and offered reports of these interviews to fellow TF members. These were also posted on the TF website. In addition, an all-staff meeting was held to update the library workforce on the FIN process, and the peer reports were discussed as well. In addition to peers, the TF also looked at best practices. Instead of using the peer or benchmark approach, however, the group used a functional approach in considering five specific areas for analysis: technology, public services, collections, service points, and administrative services. Information was gathered from a variety of sources including literature reviews, surveys, data analysis, internet research, and more. The final reports on best practices were discussed in terms of incorporation into workflows and procedures at CUL, and these were posted on the TF website.

External Views

Pat Hawthorne, Director for Library Organizational Development and Human Resources at Emory University Libraries spoke to the TF and also to the Environmental Scan and Survey Groups during a visit in March. She was able to offer a unique perspective as she serves as incoming president of the Library Leadership & Management Association (LLAMA), one of the divisions of the American Library Association. In her remarks to the TF, Pat discussed SOAR Process (strengths, opportunities, aspirations, results) and about how they can be applied in the academic library environment.

In May 2012, the TF traveled to meet with the editors and publisher of the local newspaper, *The Greenville News*. In a lively discussion on the changes and adjustments made by the paper due to severe changes in its business model, several topics were pursued that have relevance for academic library work. Among them:

- How did GN staff adjust to rapid change? Were there training opportunities?
- Impact of technology on information delivery models.
- Competition in the form of other sources of information.
- How is GN adjusting to new outlets for information such as social media and mobile devices?
- What can business learn from non-profit and vice versa?

The results of the discussion helped inform the TF members about information and content delivery in a different environment and piqued thinking about the library's growing role as a repository and content creator in the institutional repository function, as well as how to deal with fears and apprehension radical change can sometimes cause among employees.



Valuable Input

As noted above, input was solicited at all points of the process and feedback was received in a variety of ways. Ideas and comments regarding library trends, group process, dissatisfaction with present operating procedures, suggestions for change, and other topics were delivered to TF members and discussed at length throughout the process. Of particular note, the anonymous input form proved to be most-used and this provided a great quantity of information for the TF, but also created some frustration. While much productive information was provided, there were at times comments that appeared to be based on erroneous assumptions, rumor, or innuendo. Given the anonymous nature of the comments, it was not possible for the TF to respond to clarify or follow-up. One response to this concern was creation of an FAQ on the TF website that addressed some of the more common subjects that brought comment. Regardless of any frustration, the TF took seriously all input received and this valuable information was discussed at length and informed the development of the recommendations in this report. It was clear to the TF that library personnel were both engaged and involved in the process and were informed and interested in the future of the library.

Final Recommendations

The process of developing the final recommendations meant distilling information uncovered and considered over many months. Through a number of TF meetings, the slow work of identifying and developing the final recommendations proceeded methodically. The TF worked to be intentional about the recommendations as well as realistic about possible outcomes. What emerged is a specific list of action items that can now be handed off to an Implementation Team, led by the Dean, that will now work quickly to put them in place.

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❖ A Message to the Library Workforce About the TF Recommendations

The charge of the Future is Now TF was to explore new recommendations that would change CUL and make it a viable, sustainable resource. Why now? According to the library literature and leaders in the profession, including Dean Wall, use of traditional library services and collections are in decline, and this has an impact on every single aspect of library operations. It is clear that without significant changes in the way libraries do their work and serve the public, CUL may be marginalized in the next five years. In addition, the library will be vulnerable when campus administrative priorities are re-ordered with a change in leadership. If the library is not appropriately positioned, it will be a target when budgets are cut, particularly in the area of personnel. With data that indicates decreasing use of conventional library services and print resources, inaction will result in a diminished status for the library which will affect personnel at all levels.

Changes in technology and the library world precipitated the need for CUL to take a long look at what we were doing right, and what needed to be changed. There was not ever, and is not now, any intent to reduce the library workforce. The tasks performed may change, but none of the TF recommendations proposes any sort of staff reduction.

“Create your future from your future, not your past.” --Werner Erhard



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Staffing and some positions may look very different from what existed one year ago, but as the Dean recently reported in the weekly Library Newsletter, “EVERYONE has a role in addressing the critical needs we have as a library.”

The heart of CUL is people. The library simply cannot complete its mission without an excellent staff. Many have expressed concern or fear about upcoming changes. Some are worried that training will not be provided. Others that the change process will be quick and time may not be allowed for staff to adjust. Still others are concerned that they will not be informed of the relevance of these changes taking place.

Some of the TF initiatives recommended here will be action items implemented immediately. Others will require time, effort, and resources to come to fruition. Regardless, the TF is recommending that ample time be allotted for sufficient, complete, and ongoing training, and that every effort be made to keep staff informed along the way, just as has been done throughout the planning process. The TF has made specific recommendations aimed at improving communication within our organization and asks that library personnel be willing to actively engage in the process. Ask questions, make suggestions, and most importantly, keep an open mind. Remember that change is relative to growth. It is the hope of the TF that initiatives discussed within this document will further enable the library to position itself as an invaluable asset campus-wide and to continue to grow into a role that is viable and critical to the success of Clemson and its faculty and students.

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❖ Thoughts for Implementation Team

During the eight-month Future is Now planning process, TF members have learned from each other, from research in the library professional literature, from library employees, from outside speakers, and from interviews with managers at other academic libraries. A key lesson is that the Internet, which increasingly makes documents easily and freely available to everyone, is transforming library practice at every level. CUL has already taken some major steps in response to this transformation. In meeting the needs of students and faculty, the library has shifted many of our scholarly journals to digital format; redesigned physical spaces for group and individual study areas that accommodate personal computing and mobile devices; developed patron-driven acquisition programs; made assessment a priority; and begun creating freely accessible digital documents from our own collections.

None of the recommendations that have emerged from the planning process is unusual, given the technological changes of the past decade. At the same time, many are transformative to CUL and will enable and position the library to function as an adaptable and flexible organization poised to continually change with technology and user expectations. The TF recommends that, as part of its work, the Implementation Team create some measurement driven outcomes and assign responsibility for achieving those outcomes, tracking progress, and leading to successfully implementation.

The Implementation Team is urged to keep and improve on the TF’s commitment to a transparent process and open communication by seeking continuous input, by acting inclusively and collaboratively, and by being flexible. The rapidly changing nature of



“Staff who are unprepared for change will be left behind. We need to create an environment where process innovation is the norm. Our staff is currently very task oriented ... but they should be goal oriented.” --David Nuzzo, University of Buffalo Libraries

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libraries has not and will not pause for us, so we must act deliberately, but quickly. The recommendation section of this report proposes priorities for which quick action may be possible and notes areas where closer scrutiny is necessary.

While library services and collections are in transition, there remain many functions the academic library has developed and evolved that still hold value. Implementing the TF recommendations will require that the way forward includes attention to the library's highest priorities - that sufficient resources are allocated to those areas, that workflow improvement provides efficient and productive processes and procedures, that high levels of public service are maintained, and that the library continue to demonstrate relevance and value to CU through the content of its collections and services however they are delivered.

Time limits set for TF work presented a challenge that required short-circuiting several usual planning functions regarding goal settings, stakeholder analysis, and strategy determination. A number of TF and related activities, such as the Environmental Scan and discovery efforts undertaken by the Survey Group, produced stakeholder, goal, and strategy information. The matrix on the following pages shows how recommendations in the first column relate to those listed across the top. An arrow in a cell means that the recommendation in blue along the side appears to contribute directly to implementing the recommendation in green along the top. It tries to avoid filling a cell with indirect contributions or weak contributions. Where two recommendations appear to contribute bi-directionally, the direction of the strongest apparent contribution is chosen and indicated thus ↑.



“Dissatisfaction and discouragement are not caused by the absence of things but the absence of vision.” --Anonymous

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Arrows indicate that the recommendation in column B appears directly contribute to the recommendation in row 1		COL 1	COL 2	COL 3	COL 4	COL 5	PS V1	PS V2	PS V3	PS V4	PS V5	SP C1	SP C2	SP C3	IT T1	IT T2	PR C1	TS V1	TS V2	TS V3	AD M1	AD M2	AD M3	AD M4	AD M5
	Optimize Collection Mgt	COL 1	█																						
Become Copyright Advising resource	COL 2		█			↑																			
Strengthen Special Collections	COL 3			█		↑																		↑	
Pursue Collection development partnerships	COL 4	↑		↑	█	↑			↑															↑	
Promote Open Access Publishing	COL 5				█																			↑	
Develop service assessment office	PS V1	↑					█	↑	↑		↑			↑		↑		↑	↑	↑	↑	↑			
Improving Strategies	PS V2				↑	↑		█																↑	↑
Pilot Satellite libraries; librarians in Bb	PS V3							█						↑		↑									
Emphasize instruction for remote and mobile	PS V4							↑	↑	█															
Evaluate and improve service workflows	PS V5									█															
Provide space for campus units	SP C1											█													
Establish space mgt facilities office	SP C2								↑			↑	█	↑										↑	
Improve/ increase study/ learning spaces	SP C3								↑				█												
Establish CUL CIO office	IT T1	↑		↑	↑	↑				↑				█		↑				↑					
Create digital branch library	IT T2	↑		↑		↑				↑					█		↑			↑					↑
Create Comm/ PR/Marketing Unit	PR C1		↑		↑	↑		↑				↑					█						↑	↑	↑
Optimize Staff Utilization	TS V1	↑		↑		↑				↑				↑				█		↑					
Ensure adequate training	TS V2								↑									↑	█	↑					↑
Provide discovery tools that meet Patron need	TS V3			↑																█					
Integrate Assessment and Improvement into ops	AD M1	↑		↑			↑			↑				↑		↑	↑	↑	↑	↑	█	↑	↑		
Optimize staff utilization and clarify roles	AD M2																		↑			█		↑	↑
Increase focus on revenue generation	AD M3																						█		
Improve internal communication	AD M4						↑														↑			█	↑
Foster a culture of innovation	AD M5				↑	↑		↑		↑	↑	↑		↑	↑	↑		↑		↑			↑	↑	█

The intent here is to get some idea of the relationships between recommendations. Regardless of the degree of rigor allowed in the TF schedule, it is clear that important relationships exist amongst the various TF recommendations and that they have direct ties to the charge provided to the FIN TF by the Dean. Perhaps most importantly, it is clear that all of the TF recommendations contribute significantly to achieving the CUL goal to “ensure the viability of CULs role in the teaching, learning, and research vision of Clemson.” Recommendations that do not have a direct customer-facing element provide the necessary infrastructure to make the customer-facing recommendation implementations a reality. The TF recommends the Implementation Team resist the urge to discard internal and infrastructure progress in order to implement customer facing recommendations alone.

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❖ Glossary

The definitions below have been excerpted or paraphrased from two free online sources: (W) **Wikipedia** (en.wikipedia.org) and (ODLIS) the **Online Dictionary for Library & Information Science** (www.abc-clio.com/ODLIS/odlis_A.aspx), sponsored by ABC-CLIO.

App - "Application software" or software for specific purposes. Mobile apps are software made for mobile devices, such as smartphones and tablet computers. (W)

Authority Control - The procedures by which consistency of form is maintained in the headings (names, uniform titles, series titles, and subjects) used in a library catalog or file of bibliographic records through the application of an authoritative list (called an authority file) to new items as they are added to the collection. Authority control is available from commercial service providers. (ODLIS)

Cloud Computing - The delivery of computer services to a mixed community of end users via a network, typically the Internet. (W)

Collaborative Collection Development (Acquisition, Storage...) - Agreement between two or more libraries to share the expense of collection development and management by allocating strengths in certain subject areas among the participating libraries, with the understanding that resource sharing will make materials accessible to users of all the libraries, providing a collectively richer and more useful whole than if the collections of the participants had been developed separately in response to purely local needs. (ODLIS)

Collection Management - The application of quantitative techniques, such as statistical and cost-benefit analysis, to the process of collection development, usually limited to large libraries and library systems. In a more general sense, the activity of planning and supervising the growth and preservation of a library's collections based on an assessment of existing strengths and weaknesses and an estimate of future needs. (ODLIS)

Digital Library - A library in which collections are stored in digital formats (as opposed to print, microform, or other media) and accessible by computers. The digital content may be stored locally, or accessed remotely via computer networks. The term hybrid library is sometimes used for libraries that have both physical collections and digital collections. For example, American Memory is a digital library within the



“Without libraries what have we? We have no past and no future.”
--Ray Bradbury

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Library of Congress. (W) Redirected from **Digital Repository**, but see **Institutional Repository**, below.

Discovery Tool - A single interface, providing integrated access to the multiple information resources (catalogs, publishers' e-book and e-journal collections, subscription databases, archival collections) to which a library has rights. (ODLIS)

eScience - Computationally intensive science that is carried out in highly distributed network environments, or science that uses immense data sets that require grid computing; the term sometimes includes technologies that enable distributed collaboration. (W)

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Flipped classroom, or flip teaching - a form of blended learning which encompasses any use of Internet technology to leverage the learning in a classroom, so a teacher can spend more time interacting with students instead of lecturing. This is most commonly being done using teacher created videos that students view outside of class time. (W)

FRBR (Functional Requirements for Bibliographic Records) - a conceptual entity-relationship model developed by the International Federation of Library Associations and Institutions (IFLA) that relates user tasks of retrieval and access in online library catalogues and bibliographic databases from a user's perspective. It represents a more holistic approach to retrieval and access as the relationships between the entities provide links to navigate through the hierarchy of relationships. The model is significant because it is separate from specific cataloguing standards such as AACR2 or International Standard Bibliographic Description (ISBD). (W)

FRBRization - The attempt to model in bibliographic systems the entity structure described in *Functional Requirements for Bibliographic Records (FRBR)*, based on the concepts of work, expression, manifestation, and item. Pronounced "furburization." (ODLIS)

GIS (Geographic Information System) - A computer-based system consisting of hardware, software, geographic information, and personnel designed to facilitate the efficient capture, storage, maintenance, manipulation, analysis, and display of spatially distributed data, providing an automated link between the data and its location in space, usually in relation to a system of coordinates (latitude, longitude, elevation or depth, etc.). The data can be on any scale, from microscopic to global. (ODLIS)

HathiTrust - a very large-scale collaborative repository of digital content from research libraries including content digitized via the Google Books project and Internet Archive digitization initiatives, as well as content digitized locally by libraries... *Hathi* is the Hindi word for elephant, an animal famed for its long-term memory. (W)

ILS (Integrated Library System) - also known as a library management system (LMS) or as library automation, is an enterprise resource planning system for a library, used to track items owned, orders made, bills paid, and patrons who have borrowed. An ILS usually comprises a relational database, software to interact with that database, and two graphical user interfaces (one for patrons, one for staff). Most ILSs separate software functions into discrete programs called modules, each of them integrated with a unified interface. (W)

"We are called to be architects of the future, not its victims."
--Buckminster Fuller



Institutional Repository - An online locus for collecting, preserving, and disseminating - in digital form - the intellectual output of an institution, particularly a research institution. For a university, this would include materials such as research journal articles, before (preprints) and after (postprints) undergoing peer review, and digital versions of theses and dissertations, but it might also include other digital assets generated by normal academic life, such as administrative documents, course notes, or learning objects. (W)

Intellectual Property - A term referring to a number of distinct types of creations of the mind for which a set of exclusive rights are recognized under the corresponding fields of law. Under intellectual property law, owners are granted certain exclusive rights to a variety of intangible assets, such as musical, literary, and artistic works; discoveries and inventions; and words, phrases, symbols, and designs. Common types of intellectual property rights include copyrights, trademarks, patents, industrial design rights and trade secrets in some jurisdictions. (W)

LibGuide - A type of content management and publishing system created by SpringShare providing a web-based subject guide. Used by libraries to create subject guides, course guides, information portals, or research help pages among other uses. (ODLIS)

KSA (Knowledge, Skills, and Abilities) - a series of narrative statements that are required when applying to Federal government job openings...attributes required to perform a job...demonstrated through qualifying service, education, or training. (W)

Metadata - Literally, "data about data." Structured information describing information resources/objects for a variety of purposes. Although AACR2/MARC cataloging is formally metadata, the term is generally used in the library community for nontraditional schemes such as the Dublin Core Metadata Element Set, the VRA Core Categories, and the Encoded Archival Description (EAD)... (ODLIS), but see (W)

Open Access - Information content made freely and universally available via the Internet in easy to read format, usually because the publisher maintains online archives to which access is free or has deposited the information in a widely known open access repository. (ODLIS)

PDA (Patron Driven Acquisition) - An e-book purchasing model introduced by NetLibrary in which selection decisions are based on input from library patrons... Once a specific e-book has been discovered and viewed by a predetermined number of patrons, it is automatically purchased for the collection. (ODLIS)

POD (Print on Demand) - A digital printing technology in which new copies of a book or other publication are printed one-at-a-time for a fixed cost after the order has been received. Large IBM and Xerox POD machines can produce up to four books per minute. (ODLIS)

QR Code (Quick Response Code) - A two-dimensional barcode that can contain hundreds of times more data than conventional barcodes. Generally, users scan the QR Code with a scanning device (for example, the camera on a smart phone), and are automatically directed to a website or the application specialized to handle the code's data. This allow users to avoid the hassle of remembering or manually reproducing long, precise strings of data. Examples of library uses of QR codes are directing patrons to informational websites,

"You need people who can walk their companies into the future rather than back them into the future."

--Warren G. Bennis



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linking to electronic media, texting messages to ILL, searching the catalog, or reserving study rooms. (ODLIS)

RDA (Resource Description and Access) - a standard for cataloging that provides instructions and guidelines on formulating data for resource description and discovery. Intended for use by libraries and other cultural organizations such as museums and archives, RDA is the successor to the Anglo-American Cataloguing Rules, Second Edition (AACR2), the current cataloging standard set for English language libraries. (W)

RFID (Radio Frequency Identification) - The use of microchips to tag library materials and the library card, enabling patrons to check out items by walking through a self-service station equipped with an antenna that emits low-frequency radio waves... Because high-frequency radio waves can be used to track moving objects at a distance, the introduction of RFID technology in libraries has raised concerns about privacy. (ODLIS)

ROI (Return on Investment) - In library performance evaluation, a technique for quantifying the extent to which investment in a library helps generate income or other tangible benefits for its parent institution, clientele, or community. One way of measuring ROI is to calculate what patrons would spend, in time and direct costs, to get the information they need without access to the library. (ODLIS)

Scholarly Communication - An umbrella term used to describe the process of academics, scholars and researchers sharing and publishing their research findings so that they are available to the wider academic community (such as university academics) and beyond. (W)

TF - Task force.

Unique (item or collection) - A bibliographic item so rare that no other copies are known to exist. Examples include original manuscripts; one-of-a-kind artist's books; artist's proofs; daguerreotypes and autochromes; 8mm, Super 8mm, and 16mm reversal originals; etc. (ODLIS)

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❖ Appendix

Dean's Charge to the Future is Now Task Force

Explore and make recommendations to radically transform Clemson University Libraries in keeping with its mission and future viability as a critical component in life of the university.

The Task Force will:

- gather and analyze the trends in libraries and in the world of information and learning, addressing the changing nature of libraries and translating those issues into practice/operational change and transformed services for the library.
- analyze both current Clemson University Libraries' practices/operations and library practices at other institutions.



“Run to meet the future or it's going to run you down.”
--Anthony J. D'Angelo



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- analyze the landscape for predictors of relevant future factors where proactive measures might be recommended.
- focus on specific actions required to advance the role of the library and deliver a document with specific recommendations based on the analysis.
- consider all resources (both financial and human) necessary to carry out its actions, taking into account the university mandate to ‘divest’ in order to ‘invest.’
- consider nothing as ‘sacred’ other than meeting those needs of our students and faculty.

Appended Reports are available online

[Environmental Scan Report](#)

[Survey Group Report](#)

[Libqual Analysis 2002-2011](#)

Ground Rules for Process / Discussion

Ground rules are part of an effective group process and can be expected to become more prevalent in future library group endeavors as they help to maintain inclusive and productive interactions among group participants. The following ground rules were selected and agreed by all TF members at the beginning of the process:

- Be respectful of each other.
- It is okay to disagree with an idea but not the person.
- Be quick to listen and slow to speak.
- No more silos- have more integrated conversations among units.
- Have no fear of saying anything- all are equal (faculty, staff etc.)
- No gossip.
- Try not to take anything personally.
- Don't be possessive of your own kingdom.
- Let go of old ideas and be open considering new ones.
- Encourage spontaneous discussions about topics.
- Be present, ready to discuss topics, readings etc.

Notes from Meeting With *The Greenville News* Editors and Publisher May 15, 2012

- Meeting Agenda - Discuss the changes and adjustments made by Greenville News (GN) due to severe change in business model.
 - *How has GN staff adjusted to rapid change? Were there training opportunities?*
 - *Impact of technology on information delivery models.*
 - *Competition in the form of other sources of information.*
 - *How is GN adjusting to new outlets for information such as social media and media devices?*
 - *Conversely, what can business learn from non- profit?*



*“Because things are the way they are,
things will not stay the way they are.”*
--Bertolt Brecht

- Choosing employees for new work environment:
 - Identify talents within the company. Audit employees for skills and talents.
 - For new hires- top priority was to have people with strong computer and digital media skills.
 - Talent tapping and audits conducted through one on one discussion.
 - Coaching and cajoling (to bring out the talents) employees was an important process during the change.
 - Internal advertising for positions was occasionally available.
 - Evolution wasn't working. Need for quick adaption/ revolution. Meet demands well before time.

- Formulating new reading sections – PASSION TOPICS:
 - Division of paper sections drastically changed.
 - Focus on exclusive content.
 - Creation of 5 Passion topics.
 - Creating a new structure.
 - Inquiring from employees where they see themselves in the new structure. Employees down select three positions priority- wise. This is followed by personal interview.
 - How to choose the exclusive content and passion topics:
 - Identify objectives
 - Fit them with business requirements.
 - Identify customers and long term success goals.
 - Basic responsibility of reporters was drastically changing.
 - Writing skills are different for paper and online news.
 - Images are really important for online readers. Catches reader's attention.

- Tackling competition from other sources:
 - Focus is primarily on user interests and demands.
 - Presenting contents based on what readers want and cannot find elsewhere.
 - Tune contents.
 - Provide - Exclusive contents.
 - As long as above goals are met, FOCUS IS LESS on competition from other news sources such as TV and other news companies.
 - Small companies exist and are thriving over exclusive contents.

- Social Media and Mobile Application tools:
 - Social Media- Powerful tool.
 - Facebook has been a big hit – liking and sharing articles with friends, number of fans (about 10,000 fans)
 - Gained many readers.
 - Facebook has enormous potential. Attracts a lot of online traffic.

- Changes in Office:
 - Newsroom renamed to Information Centre.



“The most reliable way to forecast the future is to try to understand the present.” --John Naisbitt

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- Copy desk renamed to Digital Desk.
 - Photo-shoot for newspaper varies from 3 to 4 pictures however, for online news the requirements are galleries of pictures and videos.
 - Decrease in the number of employees.
- Archiving online news after 30 days on ProQuest database.
 - Search Engine Optimization (SEO) – shows GN news listed as local news in Google which lists GN as recognized news source center and displays search results.



“I have been over into the future, and it works.” --Lincoln Steffens