

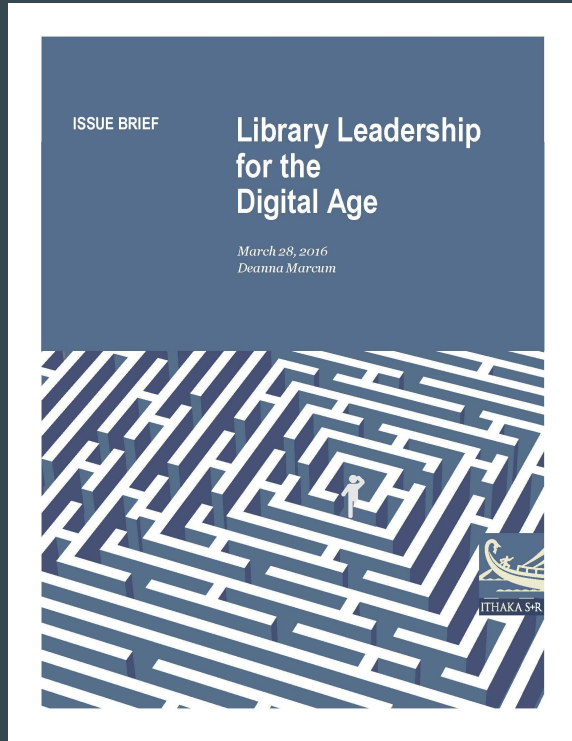
From Invasive to Integrated: Information Technology and Library Leadership, Structure, and Culture

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Presented at CNI 2016 Spring Meeting

What Brings You Here?

“over the past 10 years, virtually all of these companies as well as those from dozens of other industries have realized that they need to use the Internet to engage directly with their customers online ... many of these companies are trying to manage this new customer-facing internet software as if it were their internal-facing IT software, and the result is that many of these companies provide terrible online customer experiences, and worse, they don't have the organization, people or processes in place to improve them”



“Libraries are in a pivotal moment, and a digital mindset is needed at every level of the organization. The utilization of digital technology in making research and teaching and learning easier and more efficient for those they serve is critical. Libraries’ very survival depends on making the transition from a local institution to a node in a national and international information ecosystem. The skills needed to build a local collection are not sufficient for seeing the challenges and opportunities in a global environment.”

Session Overview

Concerns That Bring Us Here

Assertions on the State of IT in Libraries

Resulting Missed Opportunities

Suggestions for Rethinking the Approach to IT in Libraries

Assertions

First: this is not a (universally) solved
problem

IT experience > library experience

when leadership is sought

Library IT staff cannot enter leadership

as paradox as that sounds

IT siloed off as 'administrative' function

HR, finance, IT, etc.

IT vibrates at a different frequency

not better, just different

From Access panel participant

[There's a] lack of clarity between research and operational functions. What proportion of our resources do we dedicate to the kind of R&D stuff versus the stuff to keep day-to-day things going on. We can't do new things because we're too busy doing old things ...

A culture of required approval and escalation in order to do anything as a risk mitigation strategy.

IT is rigid, won't listen to others' ideas

it's self-preservation

From Access panel participant

A lot of librarians in the organization have ideas for things they want to do, but they don't have all the skills and access to stuff to implement their ideas, so a lot of people come to the systems office asking for help with a lot of different things that aren't formally on your priority list. So, it can seem like Systems is shutting out innovation and really they are protecting time to do the way too many things they have to do. *What kind of solution do we have for that kind of problem?*

Missed Opportunities for IT

Squandered talent

Recruitment and retention (also: addressing diversity)

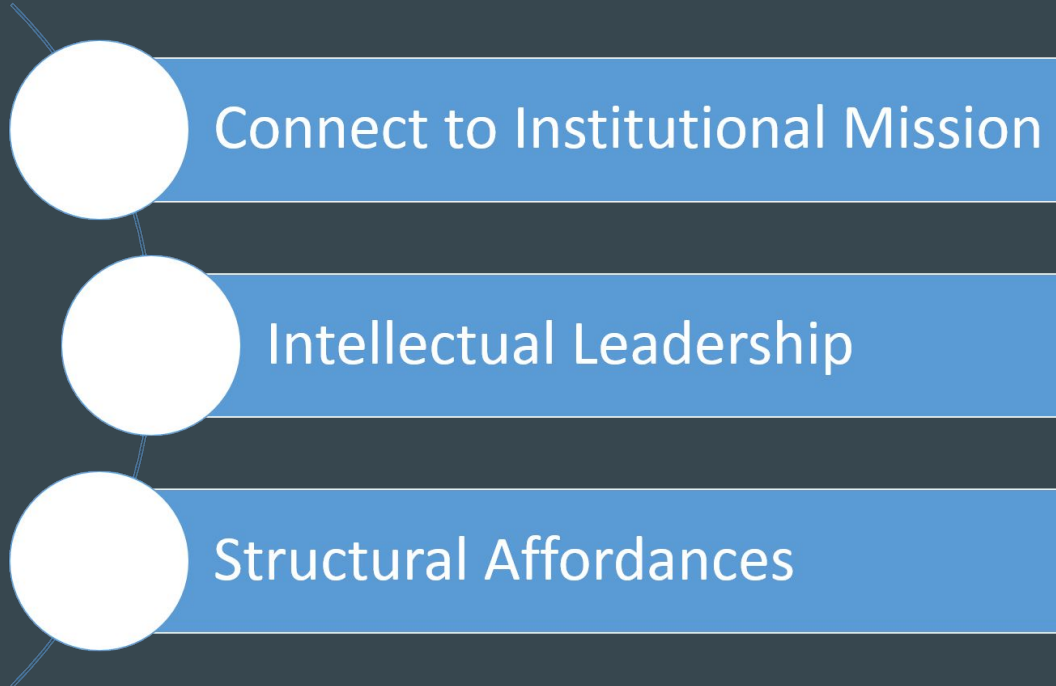
Creating an inclusive IT culture that could be a model for our campuses and communities

Missed Opportunities for Users and Services

Limited and Truncated User Services

Libraries Unable to Compete with Other Information Services

Bringing IT to the Middle from the Margins



Suggestions for Rethinking IT in Libraries

Leadership

Culture

Structure

Leadership - within & without

Deploy the right structures

Change organizational IT culture

Thoughts? Comments? Questions?

Next Steps?

Dale/Lisa - Share Summary of Discussion

You?

All of Us?