

# **Information Infrastructure/ Digital and Learning Technologies**

## **Strategic Action Plan White Paper Draft**

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### **New Physical Spaces for Staff**

At present IT staff is dispersed throughout Pace library. A traditional innovatively designed workspace should be allocated to consolidate the IT department, centralize IT project initiatives and enable success of a more focused team.

### **New Physical Spaces for Patrons**

A Learning Commons should be established with an open and dedicated 'Digital Media' lab to enable 'digital literacy' and digital literacy initiatives. Capabilities should emphasize 'multimedia' and opening 'digital possibilities' for academic research to engage faculty and students.

### **New Authority Ranges for Responsibilities**

Reporting lines and expectation charges for different IT areas should be clearly marked (i.e. library website, digital initiatives, staff support, student/faculty help desk, hardware infrastructure). With increased individual responsibility, authority to expeditiously carry out projects and tasks should be granted to benefit library goals.

### **Building Present Staff Capabilities**

Present staff capabilities should be leveraged, coordinated and built on. IT staff roles and expectation time lines clearly delineated. Job description paragraphs established so that duties are made transparent. IT human resources goals, accountability and assessment for the upcoming years with regards to daily, weekly, monthly and yearly goals clearly established to accomplish implementation and successfully move projects forward.

### **Departmental Reorganization**

With the increasing complexity and demand for library IT projects, there is a need for specialization and taylorization of library IT roles. To quickly implement projects, a division is needed which is streamlined, production and product oriented and able to move forward successfully, efficiently and with agility. Dividing this into a two tiered restructuring and keeping in mind that to begin present resources may take on multiple functions:

### **IT Departmental Restructuring and Growth (3-5 year plan)**

#### **Tier I (Year 1-2, Present Resource Reallocation, Redistribution of Roles)**

Department Head (Programs, Coordination, Outreach)

Systems Administration (Networks, Data integrity, Long Term Preservation of Data)

Web Designer/Developer (Webmaster/ External/Internal Website Design/Statistics/Information Architecture)

Database Analyst (MySQL/PHP) Digital Library Projects (Library Site and Intranet)

Electronic Resources Librarians (Metalib/SFX/Electronic Resources)

Programmer (Digital Initiatives)

Digital Archivist (Digital Archival Projects/Liaison between Archives and Special Collections and IT)

Systems Support Staff/Staff Library Computers Desktop Support/Reference Desk IT Support

## **Tier II (Years 3-5, Hiring)**

Digital Media Lab Manager/(Predicated on Establishment of Digital Media Lab/New Media Development  
Instructional Design Librarian (Tutorials, Subject Guides, Instructional Design Projects)  
Student Workers Training Program (to staff Digital Media Lab/Information Commons)  
Metadata Librarian (Metadata Schemas, Digital Projects, Predicated on Establishment of Digital Initiatives Program)  
Integrated Library System Coordinator (Internal/External)

## **Strategic Training**

An IT training/education fund should be transparently established for staff to attend implementation related workshops and training. A budget allocation percentage should be established for IT training' needs (Books, CDs, Training). IT Management should establish various 'self' learning IT investigation for staff with schedules allocations for specific 'learning' library based IT projects.

## **Long Term Budget Design**

The IT departmental yearly budget should be made transparent and be designed to productively drive, envision and achieve larger and longer multi-year goals (i.e. digital media lab, digital initiatives, infrastructure initiatives).

## **Establishment of Digital Archivist and Digital Archival Program**

At present, Special Collections and Archives propose multiple worthy digital related projects (Virtual Exhibit program, Archon EAD project, 40th anniversary University legacy website, Digital Maritime Research library and Archive etc). To establish these objectives requires a dedicated digital/archivist to work and act as liaison between IT and Special Collections. Present resources should be reallocated and built on to fit these needs.

## **Establishment of Dedicated Library Webmaster**

Many, if not most of our patrons interaction with the library is through the library website. This large and growing 'virtual' area requires a webmaster to coordinate information architecture, accomplish larger 'site wide' redesigns, centralize daily/weekly requests, implement digital implementation agendas (i.e. instructional design/tutorial infrastructure, multimedia possibilities) and perform statistical analysis for the larger site. Present resources should be reallocated/retrained to fit these needs.

## **Establishment of Digital Library Initiative Program**

A digital library initiatives program should be designed establishing initiatives such as an institutional wide repository, digital library fellows program and new media digital library possibilities. Longer term budget design should include allocation for equipment (Hardware/Software), infrastructure establishment and human resource allocation.

## **Digital Faculty and Staff Awareness**

A staff-wide "Digital Education" program should be established and budget allocated for keeping "staff/librarians" up to speed with regards to new digital library possibilities. Speakers should be brought in drawing from university divisions, local community and

national perspectives. A yearly 'day long' digital library colloquium should be established to raise local awareness with regards to current digital possibilities of staff, faculty and the wider university community.

### **Building Bridges, Opening Doors**

With the increased responsibility and complexity of library IT projects, bridges need to be built with other university wide IT Divisions and stakeholders to implement more complex wide ranging projects. Better bridges should be established with existing entities (i.e. Center for Academic Technology, ITS, CUTLA, Center for Human and Machine Cognition) to implement projects and open doors for the libraries longer term goals. Wider bridges and outreach should be established connecting the library to larger national library IT organizations and current IT trends (i.e. LITA workshops, Joint Conference For Digital Libraries, Flashforward, Computers in Libraries, Internet Librarian, Educause).