Concordia Libraries Strategic Café
Wednesday May 20 from 10:00- 11:30 am
Grey Nuns- E-104
Table Host: Rehab Mahmoud

Table Discussions
Data Transcription

Question One- Our Strengths:

As a 21st Century university library what are we doing well? What should we build on?

- Book collection: Good considering $.

- We help well.

- Library as a destination for student groups; projects and ideas.

- Financial Contributions of students; e.g. laptops & i-Pads.

- CSU engagement -> $

- Open-door for everyone, equitable resources; non faculty specific.

- Learning organization.

- Library could be a destination for students' groups/ special events; e.g. Hackathon and

  Cinema Politica..

- Students tend to hoard books?

- Library become a facilitator/ liaison

- Transformation of physical study spaces.

- Presence on the web: social media, movies/ work done by librarians, transferability of

  librarians' knowledge.

Question Two- Mind the Gap:

How can we improve? What new services or functions should we be developing? What training or professional development do we need to support this?

- Digital Humanities: Quantitative vs. Qualitative

- Research data management technology: software + infrastructure + training for both researchers and librarian.

- How to incorporate information literacy into E-learning environments.

- How can the library respond to the increasing need for experiential learning; especially as results of Concordia strategic direction conversation revealed this need.

- How to foster transparency of shared goals and values among staff/librarians.

- A question on how and who decides on the priorities of initiating new ideas. Need for collaboration in decision making.

- Having enough staff.

- Providing training for staff on any new services, and/or all services provided by the library.

Question Three- Our Preferred Future:

Within the next 10 years, what would you like to see the libraries become? What values should guide our future selves?

- Self-directed staff/ Learning

- Pool of staff "Equipe Vollante" [in French] as opposed to departments; negotiate job descriptions.

- Actively engaged staff.

- The library as a Café: Open, loud, dirty, flexible and silent, too.

- (Students) #Occupy the library:

    o Active engagement

    o Students lead innovation

    o Project-based stalling mode.

    o Training (Self- Directed).

- Customer Relations/ Relations to customer

- Service provided is knowledge.

- No more answers, more knowledge.

- Staff trained on everything/ Self-directed learning

- Values:

    o Treasured knowledge/ expertise of librarians.

    o No more fear.

    o Collegiality between management and union, instead of management vs. union.

    o Collaboration

    o Tradition

    o Legacy

Strategic Café about the Future of the Libraries
Loyal Campus, May 20, Morning Session, 20015
Table Harvest Notes
Host: Dana

As a 21ˢᵗ Century university library what are we doing well? What should we build on?

- Amazing partnership between the Library and the Student Association, e.g. purchase of course text book accessible to students; libraries open 24 hours a day. These are funded by student fees.
- Very good user services, with positive feedback from students and faculty.
- The Library is doing well with planning and consulting on the new Library but we need to anticipate and adapt to changing student behaviours and how they use the libraries, such as wide-spread talking on cell phones.
- Concordia Library was a pioneer among Canadian universities, i.e. Spectrum, but Spectrum needs to be taken further; needs more momentum; "Open Access Working Group" is a good start.
- More Open Access. There is good will among faculty to build on. It would require looking at relationships with CTLS and Spectrum's role; an author's fund?
- The Library is excellent in data collection and evidence-based decision-making but it needs to be more comprehensive.
- We collect a lot of information and data but we need to interact and reflect on it.
- The data collected by the Library needs to be open data-set and open on the web.
- Increasing specialization of staff means less exchange and knowledge about each other's' work.
- The Library is dynamic but there aren't enough human resources to develop and expand into new areas, project, etc.
- Collections need more funding.

How can we improve? What new services or functions should we be developing? What training or professional development do we need to support this?

- Acquire and share knowledge! Everyone should be encouraged to acquire new knowledge and there should be systemic ways to share that new knowledge among staff.
- Create learning circles, study clubs, etc. on professional topics among the staff
- Create and encourage active and dynamic professional development opportunities, like brown bag lunches.
- With growing specialization, general knowledge and core competencies need to be developed among everyone.
- Everyone should have a solid base of knowledge on things like ORCIDIDS and copyright (thesis, reserves, special projects, etc.). Everyone should be fluent in these fundamentals; train everyone up to a higher common level. Incorporate content in Moodle/courses.
- Training on how the Library can support research centers.
- The Library provides support to cutting-edge work, such as educational video gaming development through the creation of a video games collection. We should have more of these types of partnerships and collaborations.
- Help grant applications with in-kind Library support, measured in $; provide data-management capacity; work with OOR research facilities (RFs). For example, the journalism department can be supported with access and data management.
- Visual data; open structured, stored, visualization and analysis.

- Make all that data we collect more available (open data-set).
- Research ID management, like ORCID IDs for faculty and students.

Within the next 10 years, what would you like to see the libraries become? What values should guide our future selves?

- Librarians are good change managers.
- Librarians are already working in non-traditional ways and collaborating with designers and other professionals to improve the library space and other aspects.
- Make better use of staff capacity; work with who you already have.
- In order to innovate and maintain good service, we need more permanent staff; this will improve continuity and organizational knowledge.
- Build capacity in staff and support on-going training in order that they may learn new skills and do new tasks.
- Insure that staff members have training and that technological infrastructural can support the new technology, like wireless.
- More flexibility in hiring practices, particularly contracts. Remove 3-year contract cap to enhance continuity and retain knowledge.

Values
- "Come in and we'll show you". Help students become more comfortable with technology and Library services.
- Decrease "library anxiety".
- Access and transparency to students.
- Increasing access and openness to students, including service support for their needs, for instance using a data-base.
- Honour different kinds of students and learning by continuing to buy print books, for instance.
- Community engagement, both internal and external to the university community; it needs diverse communications methods.
- Concordia libraries have innovation as a core value; we work outside our comfort zone; we are risk takers and are closer to the front of the pack, in terms of innovating.
- Human Value: don't lose the human interaction and contact. Keep that Concordia Library face-to-face tradition in the increasingly on-line and digital world. Maintain its fundamental excellence in service.

Library Strategic Directions - Morning Session – May 20th SGW

- *Text in italics is context added by host. Everything else is word for word.*

Q. 1 As a 21st-century library, what are we doing well and what should we build on?

Well – front line services.
Well – problem-solving, navigating students through various systems.

We do well: "orientation" in the moment (*of students and other users of the library*).

Researcher support – faculty and students.
Data curating.

Build on our service legacy that is in decline.

Hiring practices – Librarians and Support Staff.
- Skills needed to move forward are being sought after.

"We shouldn't forget about the basics".

Explore – better appreciation of services.

"Staff continually be in learning mode".
- trend.

Hybrid composition – another level of staff.

"How does new bucket fit in?"

Build on front line services – increase front line services.
"don't forget about the basics"

Q. 2

Personalized experience
- multi-tiered
- updated
- relevance
- is doable
- chat, email references.

Open data
Personalized library experience.
Audio visual material

Holistic approach
- babysitting services

Not static
- Respond to students
- Different modules
- Eyes open

Staff needs to know what profs want (*ie. in assignments etc.)*

"Fishbowl" of the libraries = self-directed silence

Purpose of the library is in flux… changing.
- Books, technology, phones.

Comparative analysis of other libraries.

"We are an intermediary"

SGW has become a student centre
- *We need to* change the face of the library
- Where to start? Within the library. (*As students come in, sometimes they do not know where to start their experience).*

Physical space
- architecture of the space *influences* expectations
- staff do not want to so "shhhhhh"
- no consequences

Technology vs physical space
- Social space

Some students are missing *(as users of the physical library)*

An interesting discussion came up at this table around the desire to create a personalized experience for the users of the library (ex. student X is in Political Science, taking certain courses, maybe we can recommend X books, or X database that would be helpful for them). At the same time, it was discussed (seeing as many users use the library services from home or online) that the library is to reach into the world (home of the user) virtually, and at the same time provide a sense of home for the physical users of the space.

Q. 3

How to promote serendipity?

"The library transformation project is in alignment" (*with this process).*
- complementing activities
- *just* missing staff training *component*
- operationally

Value added

What would it look like?

- engaging with teaching and learning

Shadowing staff from your perspective
- ex. Vanier/Webster
  o cross training
  o work at the other desk
    ▪ develop appreciation
  o *currently* not good for the system
  o skillsets of librarians/services

- communal
- broad skills *vs.* specialization
- … counter intuitive… *in relation to the whole library experience and staff working together.*
- Break down silos…
- disconnected

"hub of activity for student led initiatives"
- have a home in the libraries
- library being the default place for project creation for students to do many different things
- partnering with service oriented *departments* (with other services within the university).
  o ex. tutoring within the library

- library: student centre?

Values:

- Services
  o Service as a core value
- Accessibility, freedom, equality
- Stewardship
- Custodians within information age
- Privacy
- Right information
- Engaging with the community

IDEAS CAFÉ STRATEGIC DIRECTIONS
Grey Nuns (AM Session)

Q1. Strengths

Service
- Build on peoples' driven service
- Self-service modules
- Knowledge base

Discipline specific knowledge
- Build on it
- Celebrate it
- Validate it

Staff
- Passionate people
- Dedicated
- Collegiality

Students
- Student collaboration (CSU)
- Student involvement (could and should build on it)
- Build our support for students who need more help

Q2. How can we improve?

Collect more data
- Quantitative and qualitative data
- Act on the data we have
- Better understanding of users and users' needs
- Data
- Tracking what is going on?
- Why students use the library- what are they needs at th ebegiining of the semester; during exams, etc

Communication & Outreach
- Streamlined
- Targeted communication
- Less is more (more specific)
- Presentation to other staff, faculty, departments, librarians (communication)
- We need to connect the dots (knowledge sharing)
- Personalized outreach and service

Communication

Sharing knowledge and information between departments
"Open house"

Management
Training development
Develop a common understanding and facilitates the services
Accountability
Basic infrastructure for more advanced services (wifi)

Spaces
- Better uses of spaces

Q3. Future

Raise the level
Remember we are a university
Take students out of their comfort zone
A place where intellectual pursuit is alive
Research- data -research -data *(drawn in a circle)*

Data services
- Data at the core
- Make the library the place to start research and data
- Manage research identity
- Manage identities
- Center library in the research process
- Partner with granting

How can we increase our relevance to our users?
- Target areas (such as three areas) and do them well
- Quality not quantity
- Spectrum? What are we doing with it? What is the vision?

What's next after/post transformation?
Are we planning for long term?
Data center at the core --- we need training—VALUES
Create a brand
 Openness

Attention to research and researchers
Partnering with faculty members
Helping with grants

Good to reach students
Creation of media production- mini studios for our staff (videos- youtube type - knowledge sharing)
To create tutorials for students for projects

Do fewer things but do them well for long term
When Webster opens- what else?
How do we support it?

What is our brand?
Increased relevance
Focused initiatives

Idea Café – May the 20th, AM

Question # 1 – Aa a 21st century library, what are we doing well? What should we build on?

- need to promote ourselves more – what can students expect from librarians?

- active engagement across hierarchies

- staff needs to be able to move from one area to the other – can't work in silos

- doing well:
-> we can find resources easily
-> we give good service
-> showcase the knowledge produced at the university

- need:
-> new type of librarians, more general, project managers
-> technicians should work reference desk
-> more managerial skills needed for librarians

- creating new ways for students to interact with new technology

well: public service to community
need: staff training for different / new services
new technologies : audio-video, sandbox

Question # 2 – How do we improve? What new services or functions should be developed? What training do we need?

- alongside transformation, how are we developing staff + librarians? So we are ready.
-> learn about new technology in order to better inform students
-> circulation staff needs understanding of copyright, proxy, URL construction, troubleshooting...
-> training about these should be mandatory, given by library
-> staff- create a position for that purpose

- partnership with local institutions – libraries (ex: Atwater)
-> more community involvement outside of Concordia University
-> bring library to local community – strategic directions seems to do this

- serving community
-> ties with student groups (ex: Sustainable Concordia)
-> links with students outside the classroom
-> walk-in users – public / external / community
-> community outreach
-> walk-in support / access to digital collections (like McGill)

- cultural shift in staff involvement
-> how do we make services?
-> match spaces?

-> Staffing?

- systematic training. Are we preparing staff for a new service model?
-> relevant training by staff who work in the library
-> ongoing education for library staff – what new skills do we need?
-> lack of serious staff development
-> training should be mandatory

- media production center
-> image / audio / video
-> students
-> staff

Question # 3 – within the next 10 years, what would you like to see the libraries become? What values?

- flexibility
-> spaces
-> thinking
-> take some risks
-> accept possible failure
-> learn from mistakes - assessment

Values
- free access, openness
- information literacy
- freedom of expression
- stewardship – is it a value? Changing value?
- practicality
- intermediary
- service / support

openness
- support non-traditional users of academic libraries (alumni, public, continued education)

Concordia Libraries Strategic Café
Wednesday May 20 from 1:30-3:00 pm
Grey Nuns- E-104
Table Host: Rehab Mahmoud

Table Discussions
Data Transcription

Question One- Our Strengths:

As a 21st Century university library what are we doing well? What should we build on?

-   Excellence in service and support.

-   Relationships/ partnerships that bring new ideas. Examples:

    o   IITS

    o   GradProSkills

    o   Faculty

    o   Fine Arts (trying Mac).

-   Managing technology in a way not only to respond to trends, but also to innovate. We not only maintain what we have, we even create and expand.

-   Encouraged, in some departments (e.g. tech), to try things out.

-   Our staff are excited and committed to students services.

-   Our staff are providing high level of service.

-   Our staff are a blend of experienced and young. There is a synergy and collaboration between both.

-   Build on: expanding the services we offer. We are on a threshold. Need to free some people up from traditional roles and help them transit into future roles.

Question Two- Mind the Gap:

How can we improve? What new services or functions should we be developing? What training or professional development do we need to support this?

- $$$

- Exploiting physical space.

- Training for staff/ multi-skilled staff/ equipe volante?

- Collaborate with other libraries [more than ILL]., e.g. building collaborative collection; chat service, etc..

- Embedding a structure/ mechanism for knowledge transfer and information sharing; tell our stories to each other.

- Embedding coaching in the way we work.

- How to expand research and scholarly activities.

- How we perceive ourselves (e.g. collaborative), and how the university sees us (introverted organization).

Question Three- Our Preferred Future:

Within the next 10 years, what would you like to see the libraries become? What values should guide our future selves?

- Multi-skilled staff.

- Librarians/ staff who are able to see the big picture; e.g. rotation to role of manager.

- Include our community; i.e. students and faculty to get the pulse of students needs.

- Bringing students in as ambassadors/ staff instead of the traditional focus groups.

- Activities to engage students with the library; e.g. Yoga night.

- Promote special collections.

- Hire more librarians and staff.

- Digital humanities: We have the technical skills and we can assist faculty.

- Participation in planning, policy making and governance.

- Values:

  o Dialogue and Conversation

  o Recognize performance

  o Aim for continuous innovation and learning

  o Trying things out, taking risks, thinking of mistakes as an investment in relation to outcome of learning and having ongoing learnings.

  o Play time for everyone (students and staff).

Strategic Café about the Future of the Libraries
Loyal Campus, May 20, *Afternoon* Session, 20015
Table Harvest Notes
Host: Dana

As a 21ˢᵗ Century university library what are we doing well? What should we build on?

- We have a strong vision and leadership.
- Liberians are very active in wider professional librarian community.
- We respond to students' needs really well.
- We respond and provide support and liaison to faculty really well.
- Library is there for staff and student needs
- It creates a positive atmosphere for everyone.
- We need to develop a culture and practice of regularly meeting; to make use of training opportunities to encourage life-long learning.
- We are doing assessment but we need someone whose primary role is assessment. We need to grow our assessment culture and evidence-based and data-based decision-making practice and culture.
- It is tackling the challenge of student space very well: how to set-up; how to access; amount of space; multiple uses, like yoga.
- There are a lot of forums for communication within the Library staff.

How can we improve? What new services or functions should we be developing? What training or professional development do we need to support this?

- Empowerment.
- Build on the new openness of management. It's however sometimes challenging for staff to grasp and adapt to this shift (i.e. the new openness of management).
- There is a need to overcome skepticism and cynicism among some staff which results from past negative experiences with consultation.
- We need to be jack-of-all trades.
- Train staff to be able to move around; do different tasks and jobs.
- Make use of the knowledge, skills and capacity of the staff.
- Better alignment between training opportunities and future new services.
- Management should collaborate with staff to understand and decide together what training the staff need for planned future services, which the staff isn't usually informed about.
- Invite and **encourage** everyone to attend the Annual Research Forum, not just the librarians.
- Make "Power Hour" for everyone; create opportunities so that some of them are staff led.
- Active engagement of staff at all levels, librarians, staff, etc.
- Need to talk and discuss together more and on a regular basis.
- Better flow of communications and information within the library about what is happening and changing within the Library.
- The two libraries don't know each other at all.
- If you work in one department, you have no idea what other departments do (within the Library).
- Self-promotion and marketing isn't part of the Library culture.
- Let people know what we do; more visibility
- Social events at the libraries to bring people into the library, so they can get to know it

better.

Within the next 10 years, what would you like to see the libraries become? What values should guide our future selves?

- All staff know a little about everything; there's more flexibility and staff can easily move between tasks and jobs.
- Helps break down isolation of all kinds, between disciplines and in the work life of graduate students.
- Enabling interaction between disciplines with for example, a graduate commons space or a day care.

Values
- Accessibility is a core foundational value.
- Open to change, with regular reviews and revision of fundamental policieis, e.g. charging fines for overdue books.
- The Library is able to respond more rapidly (the Library is currently slow to change or move on issues).
- The importance of maintaining the human touch (something that is done well now).
- With increased dependency on technology, insuring human support and inter-face is needed.
- A core value is insuring that staff are engaged and rewarded for their efforts in keeping up-to-date in training and professional development.
- Building relationships and cohesion among staff; building up moral.
- Being engaged with ourselves as staff.
- Maintain high standard of service.

Idea Café – May the 20th, PM

Question # 1 – A a 21st century library, what are we doing well? What should we build on?

- diversity – culture / skills
- adapting to technological growth
- service / staff dedication
- new frontiers: data management + scholarly communication – collaborating / communicating with other departments / institutions
- support + staff: flexibility / training / wearing different hats
- overcome staff resistance

Question # 2 – How do we improve? What new services or functions should be developed? What training do we need?

- multiple collaborations:
-> university libraries
-> public libraries
-> museums

- study space
-> more
-> modern
-> collaborative
-> multi-purpose

- Mac labs

- Into wall (?)

- technology sandbox
-> multi-media
-> communications
-> marketing

- technological training for all
-> Apple
-> software / applications
-> webdesign
-> AV
-> digitization norms

- information curation
-> digital projects (media digitization)
-> collaborations

Question # 3 – within the next 10 years, what would you like to see the libraries become? What values?

- access to info in whatever form
- open access -
- collaboration
- content not dependent on technology

- need of space

values =
– access
- lifelong learning
- autonomy of users