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

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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”

Marty Cagan in Moving from an IT to a Product Organization (http://www.svpg.com/moving-from-an-it-to-a-product-organization/)
“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
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
[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

- Connect to Institutional Mission
- Intellectual Leadership
- Structural Affordances
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?