1. The context: What’s happening globally, nationally and locally that is, or will, have an effect on MLS and its members? Think about technology, social/generational trends, consumer patterns, institutions, etc.

- Academic libraries have deep challenges re. Relevancy
- Aging of the traditional population
- Assessment of library services provided
- Budgetary pressures, smaller pot more stuff to get
- Challenge sharing our message--marketing ourselves--advocacy
- Changeable political landscapes change support and funding trends
- Chronic and immediate brainstorming and exchange of ideas
- Collaborative document creation, e.g., Wikipedia, National Archives, etc., is there an active library roles in this that were on top of?
- Collection development in terms of mobile and how do you interact with people online
- Dealing with an aging population and stratification of income, creating new needs
- Demographic changes--ages, immigration of different ethnic groups and languages.
- Economics: how do you allocate resources? Personnel, money, charging fees, all sorts of implications
- Expense of purchasing multiple formats of the same title
- Funding for new technology evolution
- Funding issues for all new resources and platforms
- Greater focus on metrics for good and bad because sometimes you don have control over what happens to our constituents (e.g. Compensation being tied to completion metrics)
- Having to constantly having to defend ourselves as useful
- Increasing use of technology...we go to students to learn things because they can do it so fast
- Information literacy: Are we stewarding citizens toward legitimate information sources? Is this an art that is getting lost? Do we succeed
- Lack of school librarians leading to lack of library literacy, information literacy.
- Libraries are embracing more of themselves as place (social function)
- Libraries being asked to perform expanded functions for their communities
- Libraries need to reach a very diverse clientele due to globalization. This extends to formats too.
- Library cards online
- Library is still free.
• Library space: privacy in public. You don’t have to buy anything to be there legitimately. Brick and mortar needs to be both a collaborative space AND a place where people can work
• Many people hold assumptions about what libraries are and what they can do that are anachronistic
• Mobile: on the go all the time, never unplugged, lots of functionality
• New analytic capabilities
• Politics on all levels community to nationally
• Politics: people are so divide. Libraries can be a role for civil discourse and a healthy exchange of ideas
• Role of library changing to meet social needs of community
• There are lots of online resources that are really useful causing physical resources to be used less
• Vendor regard for privacy of patron records
• You have to prioritize and figure out what’s out there and what is the best option

**Themes and further ideas:** Demographic changes, age/income/origin; funding challenges, library buildings: are they relevant/multiplicity of roles; our lack of expertise at marketing school libraries: how will that effect young peoples’ experience and therefore their relationship to libraries throughout their lives?; competition for information in people's lives, multiple formats/needs/roles: figuring out what we want/need to spend our energy and $$ on; taking advantage of or being mastered by rapid change, which will it be? Library as community center to meet multiple needs.
2. Envisioning our future: It’s 2025 and libraries everywhere and of all types are thriving hubs of their communities. Draw a picture describing what’s happening. What do libraries look/feel like? Where are they? Who is in and around them? What are they doing? How are libraries connected to the rest of the community and the world? Who are our partners/collaborators? What services do they offer and for whom? What new skills do librarians have and what new roles do they take on?

Rich Picture Team 1

Finances, sharing resources – New England stuck in old ways
Accepting money from the for-profit sector
Shared mission with other public facilities
Expectations of patrons
Libraries will have to change, librarians too
Tech classes
Community building
Collaborate with other programs (academic)
Rich Picture Team 2

Collaboration between libraries and other public institutions, esp.
different types of libraries
Drones delivering books, hologram books, hovercraft bookmobile!
Focus on shared resources between libraries and other institutions
Different ways people are reading
Privacy
Makerspace
Open access and freely-shared information
Librarians take on different roles (‘different hats’)
Roles of libraries – community space, investment by community, integral to civic mission to create informed citizens
Technology creates everything
Libraries and librarians move between different physical spaces
Rich Picture Team 4

Drive-thru libraries!
Coffee shops in libraries?
Encourage writing and creativity – writing lab
Meeting room
Restrooms!
Makerspace – provide resources that people would otherwise not be able to afford
Corporate sponsorship??
Public-private relationships
Send links and resources electronically
Story time!
Shape changing walls to accommodate physical space needs
Lots of technological focus
Surrounded by money
3. **Strategic analysis:** Thinking about the context and what we want to achieve, what are we doing really well that we want to **KEEP**? What isn't working that we want to **ABANDON**? What might we **INVENT** or **REINVENT** that, if we did, would make a big difference to our success? Note: Repetitions are intentional to show emphasis.

**KEEP**

- Aura, magic, level of trust
- BPL as library of the Commonwealth
- BPL as Library of the Commonwealth
- Buildings especially with bathrooms
- Coordinated reexamination of licensed databases
- Fostering literacy and lifelong learning
- Librarians
- Libraries active with the social media scene
- Libraries as human endeavors
- Library as community
- Maintain cooperative spirit, activities.
- Marvelous marketing
- Multiple resources
- Patrons
- Retaining the sense of equality and democracy of information
- Some quiet space, but abandon the whole library as quiet place mentality
- The nostalgia and pair it with adventurous expectancy

**ABANDON**

- All or nothing attitudes (food, policies, etc.)
- Apologizing for who we are...stop marginalizing ourselves
- Cannot attitude
- Locked in attitude that it always has to be at the central library
- Looking back
- Negativity
- The it has always been this way

**INVENT**

- Risk taking
- Start with yes

**REINVENT**

- Advocacy/marketing ourselves in some way that is less onerous
- Collaboration among library types, communities, stakeholders
- Collaboration and partnerships
- Connections to outside resources
- Expanding convenience
• From where the money will come
• How we think about resources
• How we use our space, both physical and virtual
• Language to discuss libraries in the broader context
• Library backyard
• Non-functional space
• Outreach to non-library users/potential library users
• The interaction or lack of interaction between different libraries, i.e. Public, school, academic...

**Further thoughts**: forward motion is important, very human centric/customer service and interaction with community, librarians as humans
4. Taking action: Thinking about what we’ve learned so far, what project or program might we start right away—individually and/or collectively—that will help us achieve our vision for libraries? What successful models/programs might we borrow from other states/countries? What might we do that could become something for others to emulate?

1. **Whassup at the Libraries??** Shared calendar with the ability to search by area and type of activity, i.e. gardening, author talks in towns around me.

2. **Not the Usual Suspects Conference:** Each library person would have to bring two non-library people to gain admission.

3. **A collaborative approach to program implementation:** Sharing librarians and expertise among libraries. ex/program swap, co-program development, localized mentoring
4. Not Your Typical Me and My Shadow

Not YOUR TYPICAL ME + MY SHADOW
to break down barriers among different libraries + librarian roles

Directors/Principals/Administrator — buy in
Student centered
Readiness for age
Continue the collaboration across roles/types
to improve user experience + learning outcomes

Payoff: informed citizenry
lifelong learners
Increase job satisfaction for librarians.