

RESOURCE SHARING 2025

LIBRARY LEADERSHIP

OR

LIBRARY IRRELEVANCE

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BORING TITLE!!!

NEW TITLE NUMBER ONE

**YOU CAN'T COUNT THE APPLES
IN THE SEED**

**ASSURING VITALITY AND RELEVANCE FOR
THE ACADEMIC LIBRARY**

NEW TITLE NUMBER TWO

PIONEERS NEED FRONTIERS

**ARE WE READY FOR
NEW MODELS OF ACADEMIC LIBRARIES?**

NEW TITLE NUMBER THREE

THE TROMPE L'OEIL

ACADEMIC LIBRARY OF THE FUTURE

IMAGE AND REALITY

NEW TITLE NUMBER FOUR

CHAOS BREEDS LIFE

**RETHINKING THE WAY STUDENTS AND SCHOLARS
WILL CREATE, COMMUNICATE, AND PRESERVE
THEIR WORK**

WHAT DO WE MEAN BY LEGACY?

- something handed down from the past / a bequest

HERITAGE

- outdated technology, while still functional, does not work well with up-to-date systems

EFFICIENCY / ROI

- something which is still used although no longer the most modern or advanced, because it would be very expensive or difficult to replace

EXPENDABILITY

- the idea that a thing which exists as a result of something that happened in the past can later be used in a different way

FUNGIBILITY

WHAT DO WE MEAN BY INNOVATION?

- new method, idea or product
- systematic application of new knowledge to new resources to produce new goods or new services

MARKET

- process of lowering the costs or increasing the benefits of a task

VALUE

- result of thinking deliberately about existing problems and unmet needs

SOLUTIONS

EVOLUTIONARY (incremental)

REVOLUTIONARY (disruptive/discontinuous)

REVOLUTIONARY CHANGE

David Close (The Meaning of Revolution):

...the essential feel of revolution derives from its cataclysmic quality...
it destroys people's security and unsettles their convictions.

Thomas Kuhn (The Structure of Scientific Revolutions):

... the transition from a paradigm in crisis to a new one from which a new tradition can emerge is far from a cumulative process.

Karl Marx (Theory of Epistemology/Theory of Ideas):

...Ideas do not exist on their own...they are real only when they are translated into action. Quantitative change and qualitative change.

PROGRESSIVE CHANGE

Progress - movement toward a goal
steady improvement

- All progress is based on a universal innate desire on the part of an organism to live beyond its income. (Samuel Butler)
- Those who speak most of progress measure it by quantity and not by quality. (George Santayana)
- Progress lies not in enhancing what is, but in advancing toward what will be. (Kahlil Gibran)

SOME DEFINITIONS

- Primal Innovation
creativity as first importance, as a fundamental component of organizational and individual DNA
- Radical Collaboration
drastic or sweeping energy, and not Kumbaya
- Deconstruction
taking apart the axioms or rules, or the incoherence of a concept, position or word
- Survival
not relevance or impact, but persistence and adaptation

RESOURCE SHARING

- A Library Acquires (Collective Collection)
- A Library Catalogs and Contributes Record/Holding (Discovery)
- A Library Preserves (Digital Archiving)
- A Library Agrees to Share (Protocols for Cooperation)
- A Library Communicates/Receives Request (User Driven Services)
- A Library Delivers (Electronic Delivery)
- What About Other Resources: Staff Expertise, Software/Apps, Technology Infrastructure, Space, New Services, R+D....

CORE RESPONSIBILITIES AND LIBRARY COOPERATION

- Information Selection
 - Information Acquisition
 - Information Synthesis
 - Information Navigation
 - Information Dissemination
 - Information Interpretation
 - Information Understanding
 - Information Use
 - Information Application
 - Information Archiving
- In Support of Teaching and Learning
 - In Support of Research and Scholarship
 - In Support of Community Development

CHANGING LIBRARY ROLES

- Libraries as Consumers
- Libraries as Intermediaries and Aggregators
- Libraries as Publishers
- Libraries as Educators
- Libraries as R&D Organizations
- Libraries as Entrepreneurs
- Libraries as Policy Advocates

SHIFTING VISION AND LIBRARY COOPERATION

- Legacy
- Infrastructure
- Repository
- Portal
- Enterprise
- Public Interest

EVOLVING CONTEXT FOR LIBRARY COOPERATION

- Rapidly Shifting User Behaviors / Expectations
- Redundant Inefficient Library Operations
- Aging Service Paradigms / ATM Expectations
- Increasing Emphasis on Unique Resources
- Need to Achieve Scale and Network Effects
Through Aggregation

EVOLVING CONTEXT FOR LIBRARY COOPERATION

- Permanent Beta/Mutability
- Advanced Open Architecture
- Mandate for Systemic Change
- Acceleration of Collective Innovation
- New Economic Context

NEW TECHNOLOGIES AND LIBRARY COOPERATION

- Mobiles and Tablets (single, portable multi-purpose device)
- Cloud Computing (distributed processing and applications)
- Geo-Everything (geolocation and geotagging)
- Personal Web (customized management of online content)
- Linked Data (connecting and relating structured information)
- Semantic-Aware Applications (meaning to provide answers)
- Smart Objects (links physical world with information)

NEW TECHNOLOGIES AND LIBRARY COOPERATION

- Open Content (wide distribution and repurposing)
- MOOC (massive open online courses)
- Electronic Book (platforms, applications, redefinition)
- Data/Big Science (research information management)
- Games As Learning Tools (participation and interaction)
- Visualization and Simulation (more meaningful and intuitive)

WHO ARE OUR USERS?

- Students (diversity abounds)
- Faculty (expectations galore)
- Researchers (tribal differences)
- Administration (the bottom line)
- Community (local politics)
- Working Professionals (practical applications)
- Alumni and Donors (largely ignored)
- World on the Web (the new majority)

WHERE DO WE INTERSECT WITH USERS?

- Physical Spaces
- Web Spaces
- Collections
- Services
- Applications
- Technologies
- Classroom
- Laboratory
- Bedside
- Collaborations
- Anyone
- Anywhere
- Anytime
- Anyhow

HOW DO WE KNOW ABOUT USERS?

- Ask
- Measure
- Listen
- Observe
- Compare
- Benchmark
- Experiment
- Involve
- Prototype
- Portfolio
- Evaluate
- Experience (Aha)

RESPOND TO USER EXPECTATIONS

- Content
- Access
- Convenience
- New Capabilities
- Cost Reduction
- Participation
- Individual Productivity
- Individual Control
- Organizational Productivity

ENHANCE THE USER EXPERIENCE

- Technology Ubiquity
- Point-of-Need Information
- Web-based Services
- Technology Sandbox
- Privacy Space
- Social Success
- Support Services
- Information Fluency
- Post-graduate Access
- Career Assistance

EMBRACE THE “HUMAN” OBJECTIVES

- Success (turn out well, attain desired end)
- Happiness (well-being and contentment)
- Productivity (achieving results or benefits)
- Progress (forward movement or betterment)
- Relationships (personal connections or attachments)
- Experiences (observation or participation)
- Impact (significant effect)

COLLECTION DEVELOPMENT AND LIBRARY COOPERATION

- How do we balance investments in physical and digital collection management?
- How do we leverage existing collaborative programs and build understanding of the collective collection environment?
- How will collection development change in the context of increasing collaboration?
- How do our mechanisms for discovery and delivery shape our collection development programs?
- How do we define and measure what comprises a high quality library in the future?

COLLECTION DEVELOPMENT AND LIBRARY COOPERATION

- How do we assess examples of existing or emerging collaborative programs?
- How do we transition from a competitive model of collection development and management to a collaborative model?
- How do we identify and define partners in collaborative efforts?
- How can we effectively construct collaborative collections around “collections of record” and “collections for use”?
- How do we manage expectations in our communities and help our clientele understand the reasons we need to operate differently?

SUPPORT THE NEEDS OF RESEARCH

- Navigate, Analyze, Synthesize
- Open Research/Continuous Scholarly Communication
- Scholarly Products to Scholarly Process
- Expertise Databases/Subject Ontologies
- Data Management Consulting
- Integration of Disparate Sources/Grey Literature
- Special Library/Informationalist Model

BUILD THE DIGITAL LIBRARY

QUALITY = CONTENT + FUNCTIONALITY

- Published/Licensed Content
- Primary Content
- Open Web Content
- Institutional Content
- Research Data Content
- Multimedia Content
- Integrated Services
- Software Tools

PRESERVE AND ARCHIVE THE CONTENT

- Archive as Repository HOLD
 - Archive as Persistence ACCESS
 - Archive as Curation SECURE
 - Archive as Steward CARE
- Analog
 - Digital Conversion
 - Born Digital
 - Disaster Preparedness

ADVANCE THE REPOSITORY MOVEMENT

- Discipline Repositories
- Institutional Repositories
- Data Repositories
- Departmental/School Repositories
- Individual Repositories
- Learning Repositories
- Government Repositories
- National Repositories
- Publisher Repositories
- Research Data Repositories

ACADEMIC LIBRARIES MUST PREPARE FOR ACCOUNTABILITY AND ASSESSMENT

- Institutional Expectations
- Government/Funder Mandate
- Measures Of User Satisfaction
- Measures Of Market Penetration
- Measures Of Success
- Measures Of Impact
- Measures Of Cost Effectiveness
- System Design For Usability
- Insanity of Most ROI

VALUE RESEARCH

FINANCIAL VALUE

IMPACT VALUE

MIGRATION FROM PRODUCT TO SERVICE

RELATIONSHIP BETWEEN ACTION AND BENEFIT

SCHOLARLY COMMUNICATION

CREATION

EVALUATION

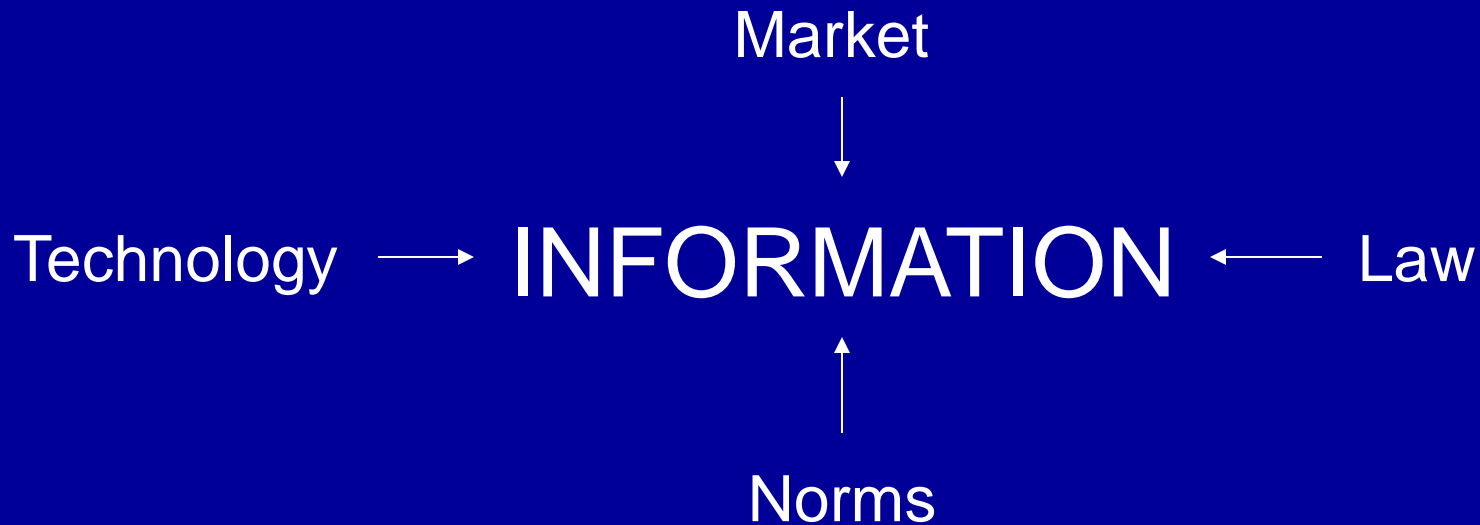
DISTRIBUTION

USE

PRESERVATION

SHIFTING ECONOMICS/TECHNOLOGIES/PLAYERS
AND POLICIES

CONSTRAINTS ON ACCESS TO SCHOLARLY INFORMATION



OPEN ACCESS

- Business Model
- Publishing Strategy
- Library Pledge Model
- Publisher Contract Model
- University Policy
- Subsidy Strategy
- National Policy
- Social Policy
- Disciplinary Strategy
- Individual Decision

HIGHER EDUCATION CORE INTERESTS

- Competitive Market
- Easy Distribution and Reuse
- Innovation Applications of Technology
- Quality Assurance
- Permanent Archiving

THE INFORMATION POLICY AGENDA AND LIBRARY COOPERATION

- INTELLECTUAL FREEDOM
- PRIVACY
- CIVIL LIBERTIES
- EDUCATION PROGRAMS
- RESEARCH PROGRAMS
- INTERNET DEVELOPMENT
- TELECOMMUNICATIONS
- GOVERNMENT INFORMATION
- APPROPRIATIONS
- WORKFORCE POLICY

- FIGHTING THE COPYRIGHT WARS

HOPE/POWER/ACTION THROUGH COLLABORATION



"I'm not sure I can help you—all your issues seem to be copyright-related."

POLITICAL ADVOCACY

THE ACADEMIC LIBRARY ROLE

- Knowledgeable Resources for the Community
- Political and Legislative Advocates for Community Interests
- Educators of Community on Priority Issues
- Documenters of Impact of Legislative Actions
- Promoters of Campus and Community Coalitions
- Enablers of Successful Models Which Support Political Agenda

ACADEMIC LIBRARIES MUST DEVELOP THE WORKFORCE

- Recruitment Strategies/Competition
- Role Of Professional Education
- Employment Strategies/Compensation
- Development Strategies/Certification
- Retention Strategies
- Leadership Development/Succession Planning
- Feral Professionals/Socialization Issues
- Mutualism/Inter-professional Relationships

CAPABILITIES OF THE 21ST CENTURY ACADEMIC LIBRARY INFORMATION PROFESSIONAL

- Deep Subject, Process, or Technical Expertise
- Deep Service Commitment
- Commitment to Research and Development
- Commitment to Assessment and Evaluation
- Communication and Marketing Skills
- Project Development and Management Skills
- Political Engagement
- Resource Development Skills
- Commitment to Rigor
- Entrepreneurial Spirit
- Commitment to Collaboration
- Leadership/Inspirational Capacity

WHAT ARE THE IMPLICATIONS FOR ACADEMIC LIBRARY STAFFING?

- Professionals With Diverse Academic Backgrounds
- Wide Range of New Professional Assignments
- New Roles of Support Staff and Students
- Messy/Fluid Organizational Structures

- Impact on Values, Outlooks and Styles
- Impact on Campus Understanding, Recognition and Respect
- Impact on Organizational Relevance and Impact

ACADEMIC LIBRARY DEVELOPMENT

| | |
|-----------|------------------------------|
| -1950 | Period of EXCLUSIVITY |
| 1950-1970 | Period of POPULARIZATION |
| 1970-1990 | Period of DISCORD |
| 1990-2010 | Period of DECADENCE |
| 2010-2015 | Period of POLYGAMY/KUMBAYA |
| 2015-2020 | Period of PARABIOSIS/SYNERGY |
| 2020- | Period of PARTICULARISM |

PERIOD OF DECADENCE

1990 - 2010

- Electronic Publishing/Explosion In Content
- Network Revolution/Explosion In Communication
- Mobile Technologies/Explosion In Platforms
- Golden Age Of Special Collections
- Open Access To Scholarship and Learning
- Focus On User and Discovery and Assessment
- New Thinking About Preservation
- Expanding Service Roles and Relevance
- Information Policy and The Political Process

PERIOD OF POLYGAMY (or PERIOD OF KUMBAYA) 2010 - 2015

- Multiple Partners
- Unity and Closeness
- Naively Optimistic
- Camaraderie and Group Activity
- By Working Together All Will Be Fine

FORUMS FOR COOPERATION

- Library Systems
- Local and Regional Cooperation
- State Projects
- Multi-State Projects
- National Consortia/Projects
- International Partnerships
- Researcher Collaboration
- Publisher Collaboration
- Collaboration with Technology Organizations
- Corporate Partnerships
- Business Partnerships

REACHING OUT TO CULTURAL COMMUNITY

PROMOTING NEW COMBINATIONS THRU
PUBLIC-PRIVATE PARTNERSHIPS

PERIOD OF PARABIOSIS (or PERIOD OF SYNERGY) 2015 - 2020

- Union of Multiple Organisms
- Sharing of Organs and Systems
- Working Toward A Common End
- Achieving Effect Together For Which Individual Parts Incapable
- Regeneration Requires Human Will and Divine Grace

ARENAS FOR COLLABORATION

- Centers for Excellence
- Mass Production
- New Infrastructure
- New Initiatives

Quality/Productivity/Innovation

PERIOD OF PARTICULARISM

2020 – At the End

- Deep Disciplinary/World Region Specialization
- Deep Service Capacity
- Deep Technology Expertise
- Deep Processing Capacity
- Hub For Preservation/Archiving
- Research and Development Center
- Applications Center/Technology Transfer

2CUL PROJECT

What is 2CUL?

A transformative and enduring partnership between two major academic research libraries based on a broad integration of resources, collections, services and expertise.

2CUL PROJECT

What are the goals of 2CUL?

- Achieve major integration of operations, services, collections and resources
- Reduce cost of overall library activities to direct resources to new priority areas
- Increase revenues through joint proposals for funding, new products and services, and business opportunities marketed to academic and research customers
- Establish an independent service entity and governance structure that supports 2CUL
- Expand 2CUL beyond initial partners, and model collaboration for other groups of research libraries and for other divisions at the university

2CUL PROJECT

Where are we initially focusing our work?

- Technical services (acquisitions, cataloging, e-resource management)
- Collection development/global resources
- Technology infrastructure/digital preservation
- Communications
- Resource development
- New services for students and faculty
- New business/entrepreneurial services for other libraries
- Business planning and governance

WHAT WILL SUCCESS LOOK LIKE?

- Enabling pre-requisites; user buy-in
- Expanded collections and services for our faculty and students
- Co-investment in critical under-supported areas
- From me and thee to we
- Resolved governance, co-ownership, budgetary, legal, and institutional issues
- Shared measures for success and impact
- Additional partners, provide collaborative model

SOME “AH HA” MOMENTS

- Bringing two organizations together to perpetuate traditional library models is not a goal but a dead end
- It's got to be seen as being about more not less
- Enabling prerequisites for radical collaboration are key
- Appreciating cultural differences and need for face time
- Importance of trusted third party at the table
- Early wins are needed, not always in areas you expect
- Sometimes quick wins not possible, focus on longer-term benefits that will pay off

FROM POLYGAMY TO PARTICULARISM SOME INSTITUTIONAL ACTIONS

- Build the Campus Technology Infrastructure
- Bring Information Services and Academic Computing Together
- Massively Redeploy Library Space For Academic Collaborations
- Organize Systematic Usability/Assessment Capability
- Align Resources To A New Uniqueness/Stewardship Model
- Advance Policy Education and Advocacy Role

FROM POLYGAMY TO PARTICULARISM FURTHER INSTITUTIONAL ACTIONS

- Market Resources and Services For Penetration and Diversification
- Create Web Harvesting Capacity As Part of Collections Program
- Partner With Faculty On Research Data Capture, Curation and Archiving
- Rethink Literary Education Role of Library
- Creatively Invest Collection Funds For Discovery, Access and Archiving
- Leadership for Research Information Management

FROM POLYGAMY TO PARTICULARISM

SOME COLLECTIVE ACTIONS

- National Program of Mass Digitization of Collections
(Digital Public Library of America)
- National Program For Print Preservation
(Last Copy Print Repositories)
- National Infrastructure For Digital Preservation
(Digital Preservation Network)
- More Systematic and Rigorous Approach to Standards and Best Practices
- National Program of Research Library R&D
- Accelerate Concept to Market for Systems and Tools

FROM POLYGAMY TO PARTICULARISM FURTHER COLLECTIVE ACTIONS

- New Scholarly Communication Business Models and Assessment Strategies
- Connections With South Asia and East Asia
- Professional Staff Preparation and Development
- Investments In Policy Action For Openness and Barrier Free Access (Library PAC)
- Investigate Appropriate Public-Private Partnerships
- Radicalize Research Library Working Relationships (Library Service Agency Network)

STRATEGIC PRIORITIES

- Special and Distinctive Collections
- Digital Resources/Collections
- Effective Interfaces and Improved Access
- User Spaces
- Support for Teaching and Learning
- Support for Research and Scholarship
- Preservation and Archiving

ENABLING PRIORITIES

- Resource Development
- Research and Development/Grants
- Communication and Marketing
- Assessment and Evaluation/Data Analytics
- Radical Collaboration
- Information Policy
- Professional Leadership
- Organizational Agility

WHAT DO WE MEAN BY TRANSFORM?

- to change in composition or structure

WHAT WE ARE/WHAT WE DO

- to change the outward form or appearance

HOW WE ARE VIEWED/UNDERSTOOD

- to change in character or condition

HOW WE DO IT

A FEW CAUTIONS

CAUTION #1

Biases and subjective perceptions are at least as important—and frequently more so—than the actual FACTS of the matter.

CAUTION #2

In the short run, change is always LESS than expected. In the long run, change is always more THAN ANTICIPATED.

HOW DO WE FEEL?

- **Anxious** - an abnormal and overwhelming sense of apprehension and fear

“Our age of anxiety is, in great part, the result of trying to do today’s jobs with yesterday’s tools.”

Marshall McLuhan

- **Disrupted** - interruption of normal course or unity, thrown into disorder

“One of the litmus tests is that a disruptive technology enables a larger population of less skilled people to do things that historically only an expert could.”

Clayton Christensen
The Innovator’s Dilemma

- **Chaotic** - state of utter confusion, unpredictability in the behavior of complex systems

“Chaos often breeds life, when order breeds habit.”

Education of Henry Adams

WHERE ARE WE GOING?

RELEVANCE

IMPACT

VALUE

SURVIVAL

EXTINCTION

PHYLETIC – one species evolves into another

TERMINAL – termination of species/no descendants