21st CENTURY EXPERTISE IN ACADEMIC LIBRARIES

IT’S ALL ABOUT TRANSFORMATION OVER THE NEXT DECADE

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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
WHAT IS PROVOKING NEW THINKING ABOUT 21ST CENTURY ACADEMIC LIBRARY STAFF?

- Mobility of User
- Cloud Computing
- Semantic Web
- Open Content
- Globalization
- Collective Intelligence
- Online Education/MOOC

- Assessment
- Customization/Personal Web
- Economic Context
- Radical Collaboration
- E-Research
- Information Policy
- Mutability

- And So On…
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
WHAT ARE THE IMPLICATIONS FOR ACADEMIC LIBRARY STAFFING?

NEW STAFF: Composition
Characteristics
Credentials
Careers
Character
Coherence
Culture
Chutzpah
Compass
Capabilities
CAPABILITIES OF THE 21\textsuperscript{ST} CENTURY ACADEMIC LIBRARY INFORMATION PROFESSIONAL

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• Entrepreneurial Spirit
• Commitment to Collaboration
• Leadership/Inspirational Capacity
DO 20\textsuperscript{TH} CENTURY SKILLS STILL MATTER?

- 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
ARE NEW SKILLS NEEDED FOR 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
DO 20\textsuperscript{TH} CENTURY SKILLS ADVANCE THE SHIFTING VISION OF THE LIBRARY?

- Legacy
- Infrastructure
- Repository
- Portal
- Platform
- Application
- Enterprise
- Public Interest
Academic library staff must integrate and mainstream digital library services, digital archiving and preservation, repository development, digital publishing, and instructional technologies into the core of library budgeting, staffing and organization.
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
CREATE NEW DIGITAL VALUE THROUGH THE CLOUD, THE PLATFORM, AND THE NETWORK

• Can I offer new educational and research services to existing user base?

• Can I address the needs of new user segments by repackaging current services or by creating new service capabilities?

• Can I use my ability to attract users to generate new sources of revenue or new partnership opportunities?

• Will my future be significantly harmed by others providing the same or better value that I currently offer?
Academic library staff must be embedded in the e-research cyberinfrastructure and scholarly communication processes, and be integral to the systems of research information management.
SUPPORT THE NEEDS OF BIG DATA

- Federal/Funding Agency Mandate
- Massive Data Sets
- Unstructured Data/Curation
- Extraction
- Distribution
- Collaboration
- Visualization
- Simulation
- Preservation
THE ACADEMIC LIBRARY PROFESSIONAL IN THE ACADEMY
FACULTY RELATIONS

• Servant
• Stranger
• Parallels
• Friend
• Partner
• Customer
• Team
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
Academic library staff must achieve a deeper and actionable understanding of the diverse user community being served, and advance services and interactions that respond to their expectations, enhance their experiences, and support their academic and life objectives.
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)
Academic library staff must implement more rigorous strategies for measuring and evaluating impact, relevance, success, and value.

This requires quantitative and qualitative measures that tell us if we are:

- Advancing Institutional Goals
- Supporting User Objectives
- Serving National Interests
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
Academic library staff must dismantle traditional hierarchical and bureaucratic organizational structures to create more agile advancement and more robust internal and external communications.
WHAT IS ORGANIZATION?

• Individuals and groups carrying out roles and working together to achieve shared objectives within a formal social and political structure and with established policies and processes…

  • goals and priorities are established
  • decisions are made
  • resources are allocated
  • power is wielded
  • plans are accomplished
ORGANIZATIONAL STRUCTURES
“The Current Lie”

• administrative responsibility and authority are distributed and shared
• operations and procedures are integrated and flexible
• policies and norms are designed and enforced
• fluidity and vitality contribute to productivity and success
SCHIZOPHRENIC ORGANIZATIONAL MODELS IN HIGHER EDUCATION

- Conventional Administrative Hierarchy and Academic Governancy/Bureaucracy
- Centralized Planning and Resource Allocation Systems and Loosely Coupled Academic Structures and Maverick Units and Entrepreneurial Enterprises
Academic library staff must be able to rethink, repurpose, redirect, and radicalize the use of library space, advancing new conceptions and applications, and establishing new guidelines for planning and design.

- The Trompe L’Oeil Library
- Learning Space
- Social Space
- Collaborative Space
- Flexibility and Adaptability
SOME QUESTIONS ABOUT CONCEPTION AND APPLICATION OF SPACE

1. Why do individuals enter a space?
   MOTIVATION/OBJECTIVE

2. How do individuals navigate a space?
   TRANSPORTATION/CIRCULATION

3. How do individuals use a space?
   EXPERIENCE/PRODUCTIVITY

4. What is balance among FUNCTION, USABILITY and AESTHETICS?
SOME QUESTIONS ABOUT CONCEPTION AND APPLICATION OF SPACE

5. How do individuals relate to each other?  
   PRIVATE/COLLABORATIVE/PUBLIC

6. What is the symbolic role of space?  
   EMOTIONAL/SPRITUAL

7. How does a space reflect/advance larger organization?  
   MISSION/SUCCESS/FEEL

8. How does a space enable FLEXIBILITY and ADAPTABILITY?
SOME NEW GUIDELINES FOR FUTURE PLANNING AND DESIGN OF LIBRARY SPACE

1. Focus less on statistical and operational formulas.

2. Focus more on diversity of need and personal adaptability/customization.

3. Design for the agile rather than the static.

4. Start with the user and not the collection.

5. Start with the technology and not with the staff.
SOME NEW GUIDELINES
FOR FUTURE PLANNING AND DESIGN
OF LIBRARY SPACE

6. Bring the classroom into the library.
7. Bring the academy into the library.
8. Conceive the library five years ahead.
9. Think more about playground and less about sanctuary.
Academic library staff, in the throes of the new economic context, must develop new sources of revenue, pursue entrepreneurial and research and development capacities, and advance refreshed marketing strategies.
DEVELOP NEW RESOURCES FUNDING STRATEGIES

• Operating Budget Reallocation
• New Operational Resources
• External Fundraising
• Research/Service Grants
• Co-Investment
• Public/Private Partnerships
• Technology Transfer
• Entrepreneurial/New Business Development
SETTING THE R&D AGENDA

INDIVIDUAL INTEREST

PROFESSIONAL IMPORTANCE

R&D AGENDA

ORGANIZATIONAL PRIORITY

NATIONAL NEED
THE R&D ENTERPRISE IN THE LIBRARY

- New Knowledge Creation
- Laboratory for Experimentation
- Magnet for New Skills/Capabilities
- Venue for Faculty Collaboration
- Venue for Corporate Collaboration
- Solve Library Problems
- Solve Information Problems
- Solve Technology Problems
THE R&D ENTERPRISE IN THE LIBRARY

- Potential for Capitalization/Technology Transfer
- Foundation and Federal Funding
- Library Credibility and Visibility
- Support for Decision Making
- Organizational Culture
- Digital Library Program Development
- Organizational Risks
MARKET THE LIBRARY

• Match Capabilities of an Organization with Needs and Wants of Communities Served

  • Existing Products to Existing Markets
    MARKET PENETRATION

  • Existing Products to New Markets
    MARKET EXTENSION

• New Products for Existing Markets
  PRODUCT DEVELOPMENT

• New Products for New Markets
  DIVERSIFICATION
Academic library staff must build on the tradition of rich collaboration, and implement new approaches to radical collaboration, public-private investments, and systemic national partnerships.
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
ARENAS FOR COLLABORATION

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

Quality/Productivity/Innovation
NATIONAL SYSTEMIC COLLABORATION

- Last Copy Print Repository Network
- Digital Public Library of America
- Web Site/Web Document Archiving Program
- Digital Preservation Network
- E-Research Cyberinfrastructure
- Global Resources Network
- Library Service Agency Network
- Library Political Action Committee
Academic library staff must understand and embrace the information policy and political context.

They must represent and advance the public interest and the needs of users in critical policy areas in local, national, and global forums.
ADVOCATE THE INFORMATION POLICY AGENDA

- 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
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
21st Century Academic Library Expertise Must Support Transformation of Higher Education

• Facilitating Employment Transitions
• Liberal Arts Colleges Prepare Perpetual Learners
• Graduate Learning as a Gateway to Perpetual Collaboration
• Daily Learning Sustains Teams of Knowledge Workers
• Network Scholarship Begins Before College
• Public Confidence Demands Professional Credentialing
A CHOICE OF TRANSFORMATIONS FOR THE 21ST CENTURY UNIVERSITY
(Duderstadt Models)

• The World University
• The Diverse University
• The Creative University
• The Divisionless University
• The Cyberspace University
• The Adult University
• The Lifelong University
• The Ubiquitous University
• The Laboratory University
Academic libraries must confront the human resource and staffing challenges and build new strategies for professional preparation, advancement, and leadership.
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
EMPLOYEE-ORGANIZATION LINKAGES

• Two Categories of Linkages
  • Membership Status
  • Quality of Membership

• Concept of Exchange Relationship or Psychological Contract

• Societal and Profession Trends Affecting Kinds and Depths of Bonds

• Organizational Commitment
ORGANIZATIONAL COMMITMENT

• A strong belief in and acceptance of the organization’s goals and values
• A willingness to exert considerable effort on behalf of the organization
• A strong desire to maintain membership in the organization
THE DEVELOPMENT OF SOCIAL CHARACTER
(David Riesman – The Lonely Crowd)

- Tradition-directed
- Inner-directed
- Other-directed
- Shame
- Guilt
- Anxiety
- Adjusted
- Anomic
- Autonomous
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ACADEMIC LIBRARY DEVELOPMENT
FUTURE ACADEMIC LIBRARY PROFESSIONAL

- Clear Sense of Mission
- Self Vision
- Base of Knowledge
- Strategic Positioning
- Continuous Improvement
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.
WHERE ARE WE GOING?

RELEVANCE

IMPACT

VALUE

SURVIVAL

EXTINCTION

PHYLETIC – one species evolves into another

TERMINAL – termination of species/no descendants