

THE 21ST CENTURY LIBRARIAN

LEADING IN A TIME OF DISRUPTION AND TURMOIL

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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 LIBRARY

NEW TITLE NUMBER TWO

PIONEERS NEED FRONTIERS

**ARE WE READY FOR
NEW MODELS OF RESEARCH
AND TEACHING/LEARNING?**

NEW TITLE NUMBER THREE

**THE TROMPE L'OEIL
LIBRARY OF THE FUTURE
IMAGE AND REALITY**

NEW TITLE NUMBER FOUR

CHAOS BREEDS LIFE

**RETHINKING THE WAYS RESEARCHERS WILL CREATE,
COMMUNICATE, AND PRESERVE
THEIR WORK**

NEW TITLE NUMBER FIVE

SOMETIMES...A SCREAM
IS BETTER THAN A THESIS

KUMBAYA

RADICAL COLLABORATION
SYSTEMIC PARTNERSHIPS

QUESTIONS TO CONSIDER

1. What trends are provoking new thinking about the 21st century library?
2. Do 20th century visions and skills still matter?
3. What is the library role in building the national/global digital library?
4. How do we align with the “human” objectives of our users? How are we essential to the communities we serve?
5. How can we create organizations more oriented toward research and development , entrepreneurial initiative, and strategic thinking and action?

QUESTIONS TO CONSIDER

6. What is the political and advocacy role of the library?
7. What are the implications for staff expertise, organizational structure, library culture?
8. How do we advance from the Kumbaya of library cooperation to more radical collaboration and systemic partnerships?
9. What do we mean by library innovation, leadership, and transformation in the context of digital technologies?

WHAT TRENDS ARE PROVOKING
NEW THINKING
ABOUT THE 21ST CENTURY LIBRARY?

WHAT IS PROVOKING NEW THINKING ABOUT THE 21ST CENTURY LIBRARY?

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

WHAT IS PROVOKING NEW THINKING ABOUT THE 21ST CENTURY LIBRARY?

- **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**
- **The Internet of Things**

NEW TECHNOLOGIES AND THE 21ST CENTURY LIBRARY

- **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 THE 21ST CENTURY LIBRARY

- **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)**
- **3-D Printing**

DO 20TH CENTURY VISIONS AND SKILLS STILL MATTER?

DO 20TH CENTURY SKILLS STILL MATTER?

- Information Selection
 - Information Acquisition
 - Information Synthesis
 - Information Navigation
 - Information Dissemination
 - Information Interpretation
 - Information Understanding
 - Information Use
 - Information Application
 - Information Archiving
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- 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**

THE SHIFTING VISION OF THE LIBRARY

- **Legacy**
- **Infrastructure**
- **Repository**
- **Portal**
- **Platform**
- **Application**
- **Enterprise**
- **Public Interest**

WHAT IS THE LIBRARY ROLE IN BUILDING THE NATIONAL/GLOBAL DIGITAL LIBRARY?

BUILDING 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**
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- **Analog**
 - **Digital Conversion**
 - **Born Digital**
 - **Disaster Preparedness**

BREADTH AND DIVERSITY OF BORN-DIGITAL CONTENT

- **Licensed/Published Works (E-Journals, E-Books)
(Commercial, Academic, Independent, Self-Publishing)**
- **E-Video and E-Audio**
- **Digital Government**
- **Online Learning Materials**
- **Research Data**
- **Social Media**
- **E-Archives (Personal Papers, Organizational Records)**
- **Web Sites and Web Documents**

BREADTH AND DIVERSITY OF BORN-DIGITAL CONTENT

- **Visual Images**
- **Spatial Data (Longitudinal Observations)**
- **Software/Applications (Proprietary, Open Source)**
- **Video Games**
- **Medical Data (Personal Health Records)**
- **Live Feeds (RSS, News)**
- **Visualizations/Simulations**
- **Interoperable Metadata (MARC, BIBFRAME, schema.org)**

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ADVANCE THE REPOSITORY MOVEMENT

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

THE RIGHT TO TEXT AND DATA MINE

Association of Jewish Libraries Conference

Proceedings June 2017

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**

DIGITAL LIBRARIES SOME META ISSUES

- **Massive Surveillance**
- **Security Meltdowns**
- **Network Neutrality**
- **Corporate Control**

HOW DO WE ALIGN WITH
THE “HUMAN” OBJECTIVES OF OUR USERS?

HOW ARE WE ESSENTIAL TO THE
COMMUNITIES WE SERVE?

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)

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**

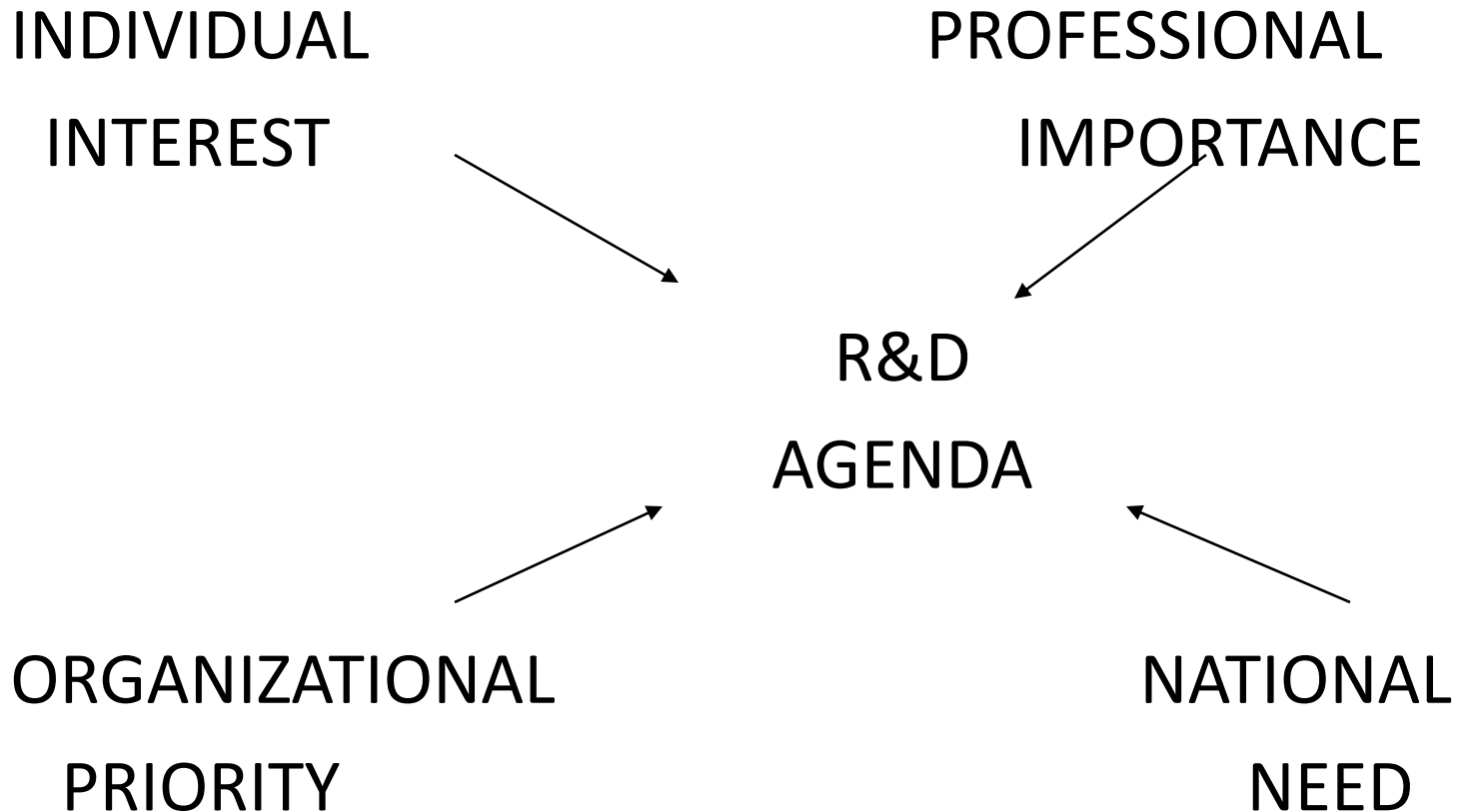
HOW ARE WE ESSENTIAL TO OUR COMMUNITIES AND DECISION MAKERS?

- Student /Citizen Success
- Faculty/Researcher Productivity
- Campus/Community Economy
- Institutional/Community Values
- University/Community Reputation

VIRTUAL/VIRTUOSO/VIRTUOUS

HOW CAN WE CREATE ORGANIZATIONS
MORE ORIENTED TOWARD
RESEARCH AND DEVELOPMENT
ENTREPRENEURIAL INITIATIVE
STRATEGIC THINKING AND ACTION?

SETTING THE R&D AGENDA



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**

WHAT ARE SOME PLANNING CHALLENGES?

- Too much planning and too little strategic thinking.
- Existing structures and processes built for slower pace of change.
- Program planning not linked to institutional strategic planning.
- Resource allocations not linked to strategies.
- Planning cycles expenditure-based rather than strategic.
- Absence of accountability.
- Planning does not drive organizational performance.

WHAT ARE SOME PLANNING ADVANTAGES?

- Transformative
- Culture of Assessment
- Improved Communication
- Resource Development
- Externally Oriented
- User Focused
- Staff Leadership

WHAT IS THE POLITICAL AND ADVOCACY ROLE OF THE LIBRARY?

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 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**

WHAT ARE THE IMPLICATIONS FOR
STAFF EXPERTISE
ORGANIZATIONAL STRUCTURE
LIBRARY CULTURE?

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 LIBRARIES

- Conventional Administrative Hierarchy
and
Consultative Governance/Bureaucracy
- Centralized Planning and Resource Allocation Systems
and
Loosely Coupled Structures
and
Maverick Units and Entrepreneurial Enterprises

RANGE OF ORGANIZATIONAL CHARACTERISTICS

- Centralization and Decentralization
- Hierarchy and Distribution
- Bureaucracy and Adhocracy
- Simplicity and Complexity
- Formality and Informality
- Administration and Entrepreneurship
- Authority and Collaboration

WHAT ARE THE IMPLICATIONS FOR 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**

CAPABILITIES OF THE 21ST CENTURY 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**
- **Commitment to Social Justice**
- **Leadership/Inspirational Capacity**

FUTURE LIBRARY PROFESSIONAL

- **Clear Sense of Mission**
- **Self Vision**
- **Base of Knowledge**
- **Strategic Positioning**
- **Continuous Improvement**
- **Strong Professional Voice**

HOW DO WE ADVANCE FROM THE
KUMBAYA OF COOPERATION
TO MORE RADICAL COLLABORATION
AND SYSTEMIC 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

RADICAL COLLABORATION

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

Quality/Productivity/Innovation

WHAT DO WE MEAN BY LIBRARY

**INNOVATION
LEADERSHIP
TRANSFORMATION**

**IN THE CONTEXT OF DIGITAL
TECHNOLOGIES?**

WHAT IS LEADERSHIP?

- **Setting a direction.**
- **Hiring and developing really great people.**
- **Securing the resources.**
- **Asking the hard questions.**
- **Advancing a professional voice.**
- **Just getting out of the way!!**

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)

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

WHERE ARE WE GOING?

RELEVANCE

IMPACT

VALUE

SURVIVAL

EXTINCTION

PHYLETIC - one species evolves into another

TERMINAL - termination of species/no descendants