

PROGRESSIVE CHANGE

CHALLENGES AND OPPORTUNITIES IN THE 21ST CENTURY ART LIBRARY

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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)

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.

KEY CONTEXTUAL TRENDS

- Ubiquitous Computing, Network, and Digital Content
- Customization/Personalization
- Web 2.0/Social Networking and Collective Intelligence
- Massively Distributed Collaboration
- Constant Partial Attention

KEY CONTEXTUAL TRENDS

- Permanent Beta/Mutability
- Radical Restructuring and Reengineering
- Authorship and Writing Revolutions
- Self Service/ATM Expectations
- Openness/Rhetoric and Reality of Sharing

KEY CONTEXTUAL TRENDS

- Digital Preservation/Integrity and Sustainability
- Repository Movement/Version Control
- New Majority Learner
- Accountability and Assessment
- Entrepreneurial Imperative/Resource Attraction

HORIZON REPORT 2009

TECHNOLOGIES

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

HORIZON REPORT 2009

KEY TRENDS

- Globalization (communication and collaboration)
- Collective Intelligence (ambiguity and imprecision)
- Games As Learning Tools (participation and interaction)
- Visualization Tools (more meaningful and intuitive)
- New Literacies (information, visual, technology)
- De-Formalism and De-Structuring of Scholarship
- Formal Assessment (quality and impact)

WHAT ARE THE CORE RESPONSIBILITIES OF ART LIBRARIES?

- 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

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
- Enterprise
- Public Interest

BUILD THE DIGITAL LIBRARY

QUALITY = CONTENT + FUNCTIONALITY

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

COLUMBIA LIBRARIES

SOME NOTEWORTHY DATA (FY08)

• Collection Size	-	10,300,000 volumes
• Electronic Books	-	1,200,000 titles
• Books in Digital Collections	-	3,500,000 titles
• Monographs Added	-	90,000 new titles
• Electronic Books Added	-	380,000 new titles
• Book Circulation	-	1,100,000 items
• Total Serials	-	134,000 titles
• Electronic Serials	-	80,000 titles
• Visits to Library Website	-	38,300,000 visits
• Logins to Databases	-	27,900,000 logins
• Volumes Digitized	-	265,000 volumes

ADVANTAGES OF DIGITAL INFORMATION

- Accessibility
- Availability
- Immediacy
- Searchability
- Currency
- Researchability
- Dynamism/Fluidity
- Interdisciplinarity
- Collaboration
- Multimedia
- Linkability
- Interactive
- Procedural
- Spatial
- Encyclopedic

ADVANTAGES OF PRINT

- Portability
- Durability
- Markupability
- Readability
- Archivability
- Ownability
- Affordability
- Aesthetic Quality

TRANSFORM SCHOLARLY COMMUNICATION

- The Urge To Publish
- Crisis In Scholarly Publishing
- Roots Of Dysfunction
- Electronic Strategies
- New Economics/Competition
- Quality Assurance
- Permanent Archiving
- Asia Factor

HIGHER EDUCATION CORE INTERESTS

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

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
- Departmental/School Repositories
- Individual Repositories
- Government Repositories
- National Repositories
- Publisher Repositories

RESPOND TO USER EXPECTATIONS

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

ENHANCE THE STUDENT 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

ENHANCE THE RESEARCHER EXPERIENCE

- Personal Advancement/Recognition
- Contributions to Scholarly Literature
- High Quality Instructional Experiences
- Successful Students
- Work on Innovative Projects
- Collaboration with Interesting Colleagues
- Financial Compensation
- Remuneration for Own Work
- Excellent Laboratory, Library and Technology Support
- Opportunities to Experiment with Technology

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

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

ESTABLISH A RESEARCH AND DEVELOPMENT AGENDA

- Creation Of New Knowledge
- Laboratory For Experimentation
- Magnet For New Skills
- Potential For Capitalization/Tech Transfer
- Support For Decision Making
- Organizational Risk Taking
- Federal, Foundation And Corporate Investment

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

RETHINK LIBRARY SPACE PLANNING AND IDENTITY

- Trompe L'oeil Library
- Library Use Trends
- Technology As Catalyst
- Learning Space
- Social Space
- Collaborative Space
- Flexibility And Adaptability

BUILD NEW ORGANIZATIONAL MODELS

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

PROMOTE 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

RECRUIT AND DEVELOP THE STAFF FERAL PROFESSIONALS IN THE INFORMATION ORGANIZATION

- Professionals With Diverse Academic Credentials
- Wide Range of New Professional Assignments
- Professional Roles of Support Staff and Students

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

EXPECTATIONS FOR THE SUBJECT LIBRARIAN

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

SUBJECT LIBRARIAN 2.0 EMBRACES

- Rapid Technology Development/Deployment
- Professional Maturation/Tension
- Library Role Diversification
- Complex Relationships/Info Flows
- Perpetual Assessment
- Challenges to PTB
- Low Tolerance for MBC
- Boundary Erosion

SUBJECT LIBRARIANS MUST 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)

THE PROSPECTS FOR CHANGE IN LIBRARIES

- Defensive Diversification
- Receivership
- Doing Less with Less
- Expense Reductions
- Doing More with Less
- Entrepreneurship
- Structural Change
- Repositioning

THE ACADEMIC RESEARCH LIBRARY

AREAS OF STRATEGIC FOCUS

- Distributed Electronic Access to Content, Tools and Services
- High Quality Physical Spaces
- High Quality Electronic Spaces
- Special and Distinctive Collections
- Archiving of Digital and Analog Content
- Global Collections

THE ACADEMIC RESEARCH LIBRARY

AREAS OF STRATEGIC FOCUS

- Innovative Applications of Technology in Support of Learning and Research
- High Quality Technology Infrastructure
- Staff Development and Professional Engagement
- Leadership in Information Policy
- Integration into the Academic Fabric of the University
- New Knowledge Driven by Research and Development

WAIT A MINUTE!!

**ARE THESE POINTS RELEVANT
TO THE**

**ACADEMIC, MUSEUM, ART SCHOOL
LIBRARY AND LIBRARIAN??**

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