PROGRESSIVE CHANGE

CHALLENGES AND OPPORTUNITIES IN THE 21ST CENTURY ART LIBRARY

James G. Neal
2009 ARLIS/NA Conference
18 April 2009
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

- 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 McCluhan

• **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