LEADING THROUGH CHANGE

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Presentation Topic

- What is your **vision** for a 21st Century research library, especially with regards to active innovation?

- What types of **new activities** do you see university libraries developing in the coming decade to support faculty research, scholarly communication, and teaching?

- Given budget constraints, **how can we implement this**?

The Game Has Changed

- State and federal support for education
  - Funding crisis for higher education
  - Historical challenges

- Technology enabled instruction
  - Innovation around instruction
  - Increased competition

- Funding model in question
  - Fundamental relationship changing
  - Credentials and brand

The Game Has Changed

- Limited campus resources
  - Directed to remain competitive
  - Campus investment in libraries in question
  - Libraries not protected from budget reductions

- Historical role of managing print resources and new demands for digital resources, services and curation
  - We can't sustain both models indefinitely

- Every top research university has a great library
  - Pace with which information is moving to the Web
  - Right to question what a research library will be in a decade

Vision for Research Libraries

- Multiple **competing** facets of our work will persist
  - Prioritize, target resources to support information resources, staff expertise, modern learning spaces

- Distinguished by the scope and quality of the services we provide
  - Support research, instruction, and learning

- Campus center for informal learning, study and collaborations

Vision for Research Libraries

- Moving out of the building into engagement with faculty and students

- At the core—to be the mechanism for making knowledge available and knowledge creation

Unique Roles Shape the Vision

- Collectively legacy
  - Responsible for managing centuries of societal records in all formats
  - Regional and national collaborations around shared print management and digital preservation

- Infrastructure
  - Critical combination of library space, technology, collaboration and design for new models of instruction, and staff expertise

- Repository
  - Ensuring long-term availability and usability of the scholarly record
  - Long-term curation sets us apart

Unique Roles Shape the Vision

- Portal
  - We're not Google or Wikipedia
  - Sophisticated, intelligent gateway to licensed resources and university content including multimedia and interactive tools

- Public Interest
  - Defending and expanding access to information
  - Copyright, fair use, orphan works, open access, public access policies, accessibility

All we need to do is ask …

- Authoritative, diverse collections
  - Global collections
  - Research collections that continue to distinguish ourselves
  - Campus demands for electronic content
    - Patron driven acquisitions
    - eBooks

  - Mobility

  - Efficient and timely delivery

All we need to do is ask …

- Well-trained, diverse staff
  - Pipeline
    - student employees and
    - intern programs
    - SLIS

- Well designed, diverse learning spaces featuring multiple options for collaboration and learning

- Well designed Web tools that promote self-sufficient discovery and fulfillment

Align Services to Learning Outcomes

- Traditional library metrics do not align with teaching and learning mission or demonstrate value
  - Assess campus student learning and participate in national assessment

- Graduation surveys/Achievement and Improvement
  - Find, organize and evaluate information from multiple sources
  - Draw conclusions after weighing evidence, facts and ideas
  - Use computers and electronic technology
  - Information literacy, analytical skills delivered in and out classroom

- Services and electronic content that supports blended instruction
  - Relate directly to high-impact education practices

Align Services to Learning Outcomes

- Library partners want to be in libraries because that's where students are
  - Making creative use of quite traditional collections, services and spaces
  - Align with the university mission and goal through campus collaborations

- Improve access to resources that support teaching and research
  - Forward, Primo, ILS

- National/International collaborations contribute to the institutional reputation
  - Google Books
  - HathiTrust
  - Public access policy work; NIH/NSF,
  - Association of Research Libraries
  - Center for Research Libraries

Emerging Service Areas

- Copyright education services
  - Online content, blended instruction requires more support for copyright education services
  - Fair Use
  - Copyright clearances

- Movement to Open Access journals has been slow but steady
  - Impetus must originate from the faculty—the authors
  - The longer the journal subscription crisis is left as a library problem the weaker the library becomes and the greater the risk to our research enterprise
  - Students are paying the tab

Emerging Service Areas

- We need a community solution—the time is now

- Open access, copyright education, fair use assertions, and repositories are tools.

- The primary issue and focus should be on the economics of publishing and access to information and the risks to the research structure of an R1 institution

- Repositories
  - What services are needed today?

Responsibilities of the Research Library

- National and international leadership
  - Collaboration/Innovation at Scale
  - Shared print management, library technology, preservation, research data services, repository services

- Information policy issues

- Diversity
  - Staff—breadth and depth
  - Collections—Collections of distinction
  - Learning spaces—compellling, inspriring, engaging

- Accessibility
  - Same time, same cost, same content

How do we implement change?

- Intelligent, dedicated leadership team
  - Focus on information resources, staff development and hiring, technology, and collaborative learning spaces
  - Collaborative leadership

- Effective working relationships with the Provost, deans, associate deans, department chairs, and campus library directors
  - Skills to lead an organization through change

- Strategic hiring
  - It is the most important thing we do

How do we implement change?

- Collaborations promote innovation
  - digitization, preservation, publishing, space

- Expand library advancement and development
  - positions, collections, facilities

- Increase efficiencies
  - centralization of policies and workflows where it makes sense

- Leadership
  - Focus, clarity, priorities, decision making, balance needs

Summary

- Leadership and Advocacy

- Face challenges head on

- Build on the strengths of the library brand

- Service Excellence

- Seek campus alignment

- Externally focused

- Hire for the future

- Seek innovation and partnerships

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