

THE UNIVERSITY LIBRARY: reconfiguring organizational boundaries in a network environment

Getting ready for 2020: the library's role in research, education and society

LIBER 40th Annual Conference

Barcelona

2 July 2011



Twitter: @LorcanD

Overview

The grid contains 40 numbered thumbnails, each representing a slide from a presentation. The thumbnails are arranged in a 5x8 grid. Each thumbnail shows a different slide with various content including text, diagrams, charts, and images. The grid is set against a dark blue background.

- 1: THE UNIVERSITY LIBRARY: reconfiguring organisational boundaries in a network environment
- 2: overview
- 3: Strategy
- 4: Our libraries are a product of an earlier network era.
- 5: Institution scale
- 6: Science change
- 7: The network is reconfiguring
- 8: Consolidation at scale
- 9: Information management?
- 10: Boundaries
- 11: Unbundling
- 12: Core components
- 13: Relationship management
- 14: Collections
- 15: Space
- 16: Expertise
- 17: Services
- 18: Service
- 19: Systems
- 20: Specialization: what business are you really in?
- 21: Externalization
- 22: Some directions
- 23: Some directions
- 24: Some directions
- 25: Some directions
- 26: Some directions
- 27: Some directions
- 28: Some directions
- 29: Some directions
- 30: Some directions
- 31: Some directions
- 32: Some directions
- 33: Some directions
- 34: Some directions
- 35: Some directions
- 36: Some directions
- 37: Some directions
- 38: Some directions
- 39: Some directions
- 40: Some directions

overview

Some simple
models



Humour

Our libraries
are a product
of an earlier
network era

Institution scale

Goodness: A large
collection
in central locations

Organization: Structured around
collection



Makes it possible to see library as ...

The Heart of the Universe



From modernist to modern
Inside Higher Ed, March 21, 2011

"Skillman Library served us well for the first 30 years of its life," Neil J. McElroy, dean of libraries & information technology services at Lafayette, said of its 1960s-era centerpiece. But by the mid-1990s, it was "no longer suitable," due to the librarian's changing role "**from steward of collections to educator**" and the advent of the World Wide Web and digitization, he said.

The network is reconfiguring

whole industries ...

Travel
News
Book retail

research & learning

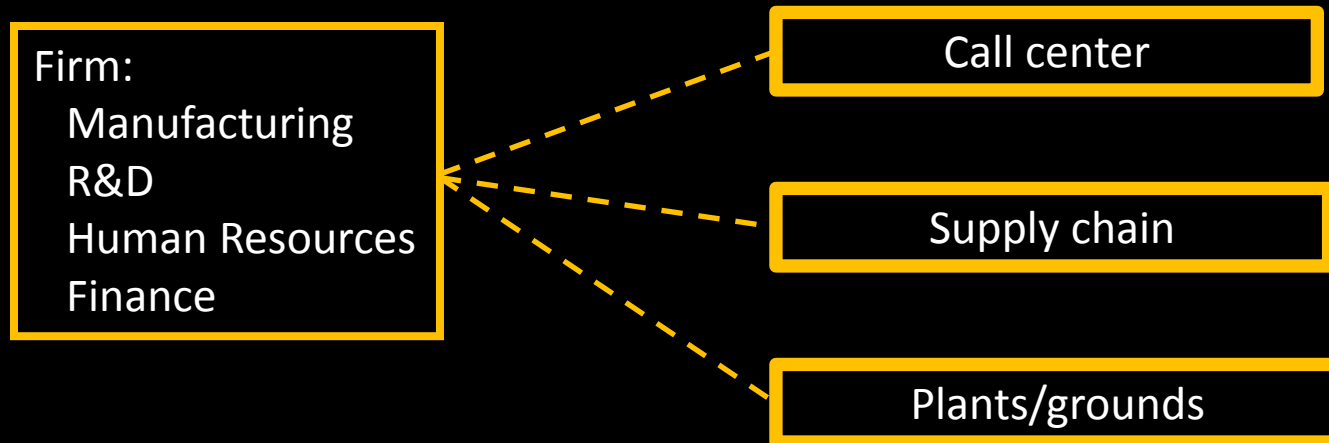
E-research
Network level services
Learning

We have yet to work through
what systemwide reconfiguration
means for libraries ...

Transaction costs help determine the boundaries of the firm:

Delineation between activities that are conducted internally and those that are transacted for externally

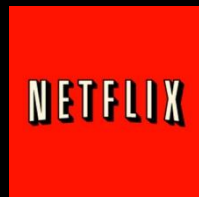
Higher the transaction costs, more likely an activity will be internalized within the firm



Consolidation at scale



Network encourages efficiencies of **scale**



Context and community: **rich analytics**
drive richer experiences



The scalability of access: stronger
gravitational attraction at **network level**

Watch Instantly

Browse DVDs

Your Queue

Movies You'll

Movies, TV shows, actors, directors, genres Search

Home Genres New Releases Netflix Top 100 Critics' Picks Award Winners

Because you enjoyed:

The Lives of Others
The Bicycle Thief

We think you'll enjoy:
Z

Play Add



5 stars rating and Not Interested button

YOUR RECENT ACTIVITY

- 03/17 We shipped Herb & Dorothy
03/17 We received Hachi: A Dog's Tale
03/12 We received M

Critically-acclaimed Cerebral Independent Movies

See all >

Your taste preferences created this row.

Critically-acclaimed Independent Cerebral

Election



Add

5 stars rating and Not Interested button

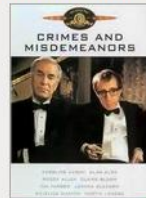
Down by Law



Add

5 stars rating and Not Interested button

Crimes and Misdemeanors



Add

5 stars rating and Not Interested button

The Spanish Prisoner



Add

5 stars rating and Not Interested button

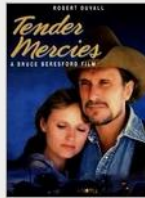
Understated Romantic Movies from the 1980s

See all >

Based on your interest in...



Tender Mercies



Play Add

5 stars rating and Not Interested button

Maurice



Add

5 stars rating and Not Interested button

Wings of Desire



Play Add

5 stars rating and Not Interested button

The Fabulous Baker Boys



Add

5 stars rating and Not Interested button

Consolidation at scale



Network encourages efficiencies of **scale**



Context and community: **rich analytics**
drive richer experiences



The scalability of access: stronger
gravitational attraction at **network level**

E-Strategy Development

- ❑ Success: Further development of the Library's digital library offerings:
 - ❑ UCL [E-Prints](#) and the ability to showcase all UCL's research outputs through Open Access

- ❑ Challenges
 - ❑ Identifying the needs of UCL researchers and students, and recognising the most appropriate tools to meet these needs
 - ❑ Fitting such developments into an electronic world which now focuses work not on the local level, but at the network level

Universities find it useful
and economical to
internalize a bundle of
information-related
activities

As the pattern of
transaction costs change,
so too will the boundaries
of the library.

a Coasian view of the academic
library

University of Bangor Intranet Contacts Cy

BANGOR
UNIVERSITY

Google™ Custom Search

University
graduate
graduate
ational
ime & Distance
emic Schools
ce Departments
rch
ess
ni
unity
pportunities

oscar success for bangor graduate

postgraduatestudy

2009prospectus

raresults

ourcourses

LATEST NEWS

- Bangor graduates la Borneo eco-tourism (6/03/09)
- Wales' biggest unive to collaborate. (4/03/09)
- Accountancy Student in North Wales. (3/03/09)
- Third time lucky for v composers. (2/03/09)
- Scientists show that language shapes perception. (26/02/09)

EVENTS

- History Research Ser 2008-09. (9/03/09)
- Seeing and Hearing Instructed Actions. (11/03/09)
- Modern Languages Postgraduate Forum (11/03/09)
- The dog that didn't b the search for Europ identities in biograph narrative interviews.

2004-2009 125 MLYNEDD YEARS

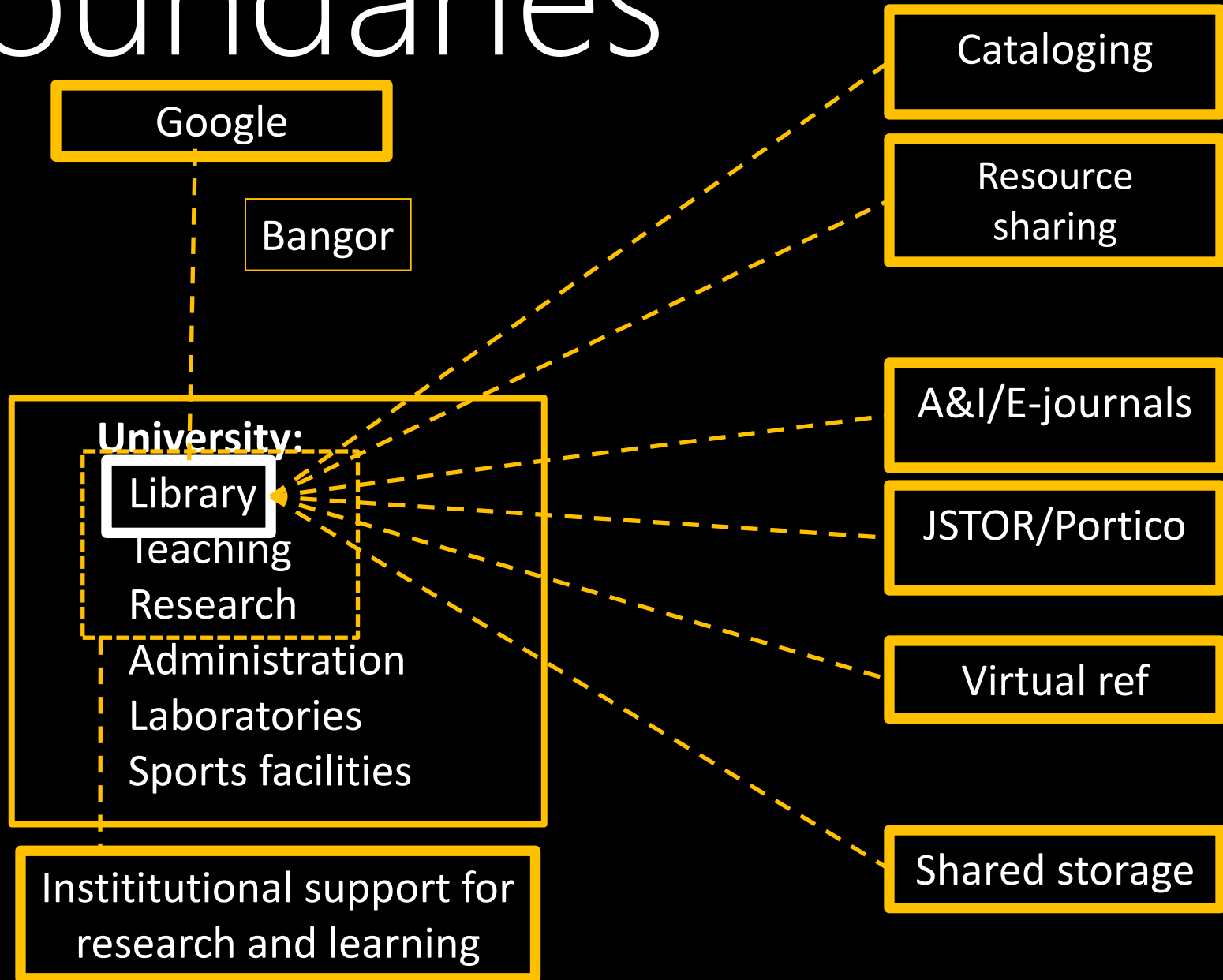
ad/index.php,en?menu=1

Bangor University, Wales

“searching has been deskilled”

Externalised and consolidated in Google

Boundaries



Information management?

IT

Computer centre

E-learning

E-learning

Repository, ...

e.g. ODAI, Yale

New forms of scholarly
communication

Press? Departments ...

Research information
management

Research office

Data curation and eresearch

Departments

Strategy:

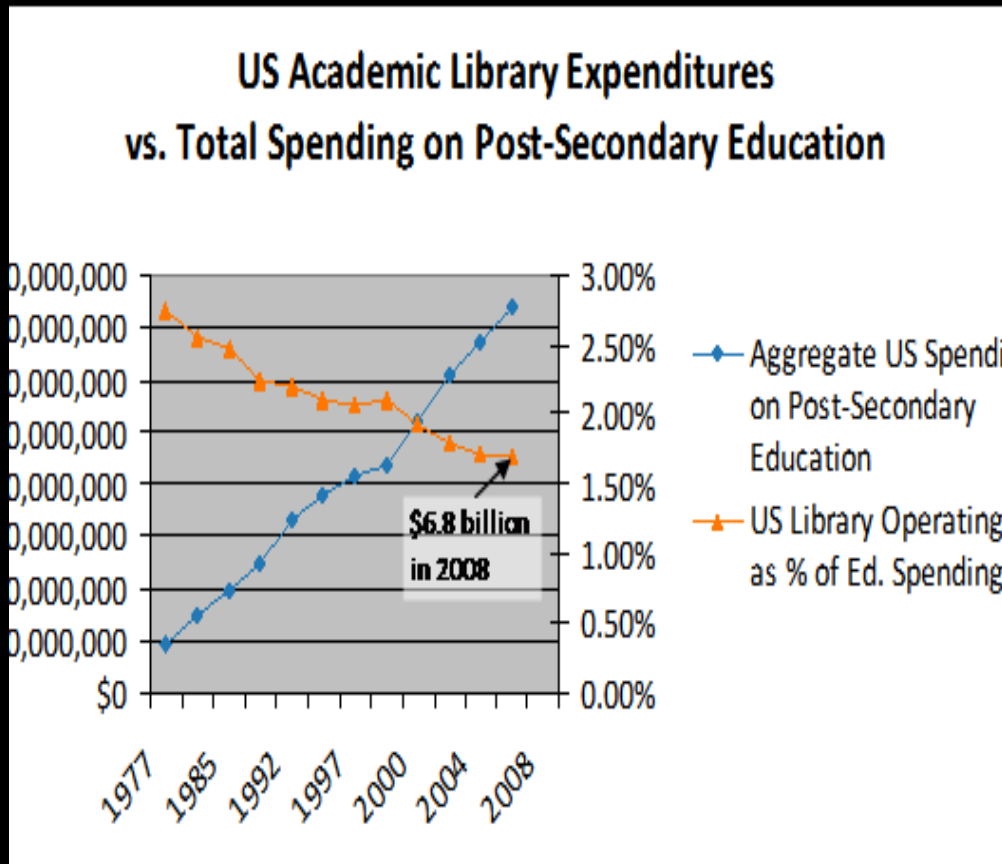
Making choices

New opportunities
e research
student experience

Strategic choices

Innovate
Partner
Disinvest
Shared services

Sustained advantage



Unbundling

the corporation

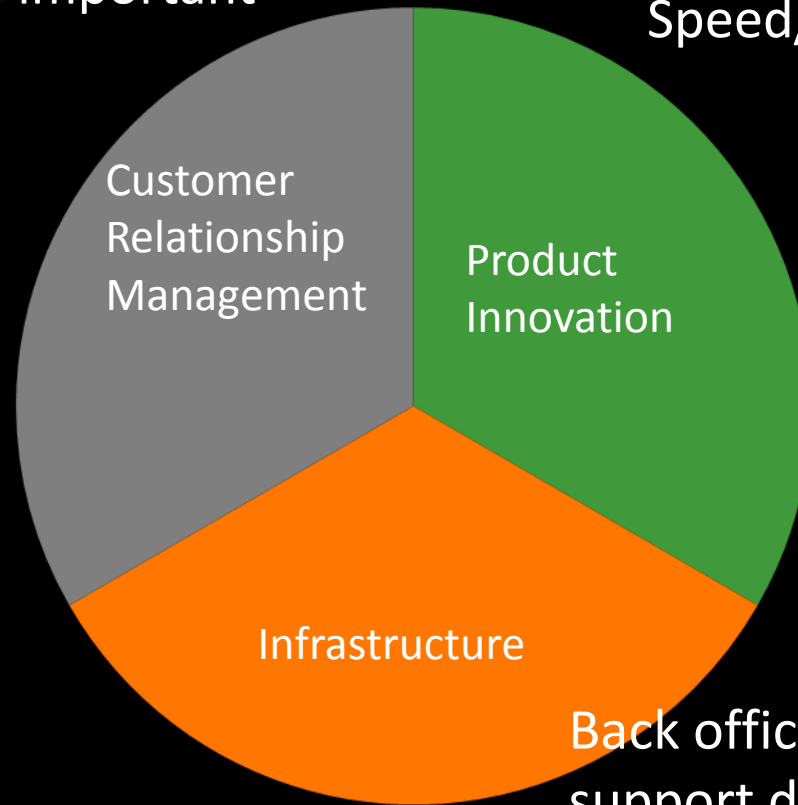
John Hagel III and Marc Singer

The forces that fractured the computer industry are bearing down on all industries. In the face of changing interaction costs and the new economics of electronic networks, companies must ask themselves the most basic of all questions: what business are we in?

Harvard Business Review (1999)

Attracting and building relationships
with customers
“Service-oriented”, customization
Economies of scope important

Develop new products and
services and bring them to
market
Speed/flexibility important

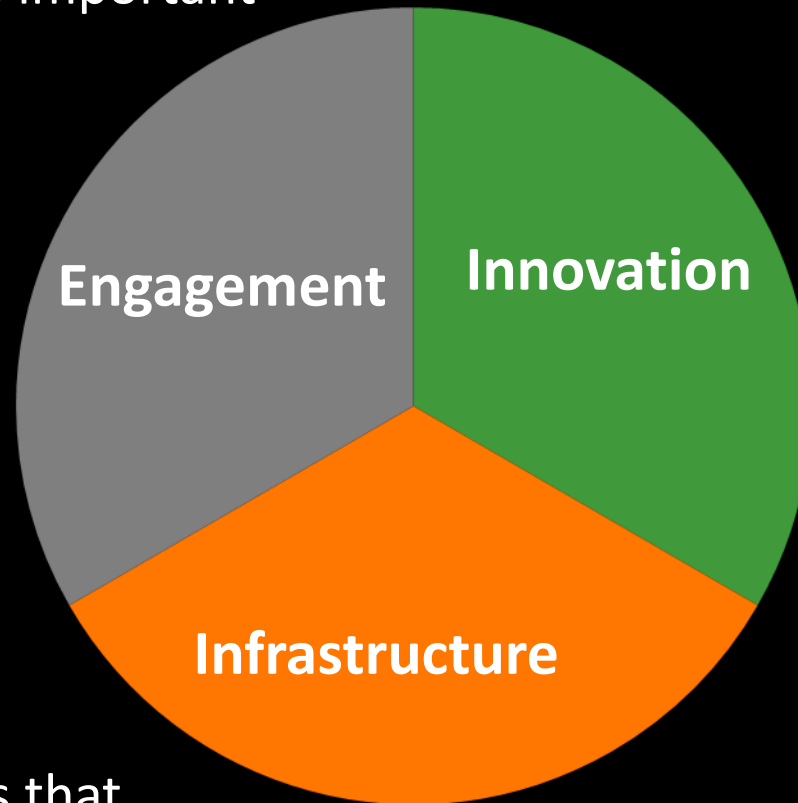


Back office capacities that
support day-to-day operations
“Routinized” workflows
Economies of scale important

Core components
of a firm

Attracting and building relationships
with researchers and learners
“Service-oriented”, customization
Economies of scope important

Develop new
services and have them accepted
Speed/flexibility important



Back office capacities that
support day-to-day operations
“Routinized” workflows
Economies of scale important



Shifting library boundaries



Libraries externalising infrastructure

Collections
Systems



Relationship management is central - engagement

Buildings
The service turn
People



Patterns of externalization vary

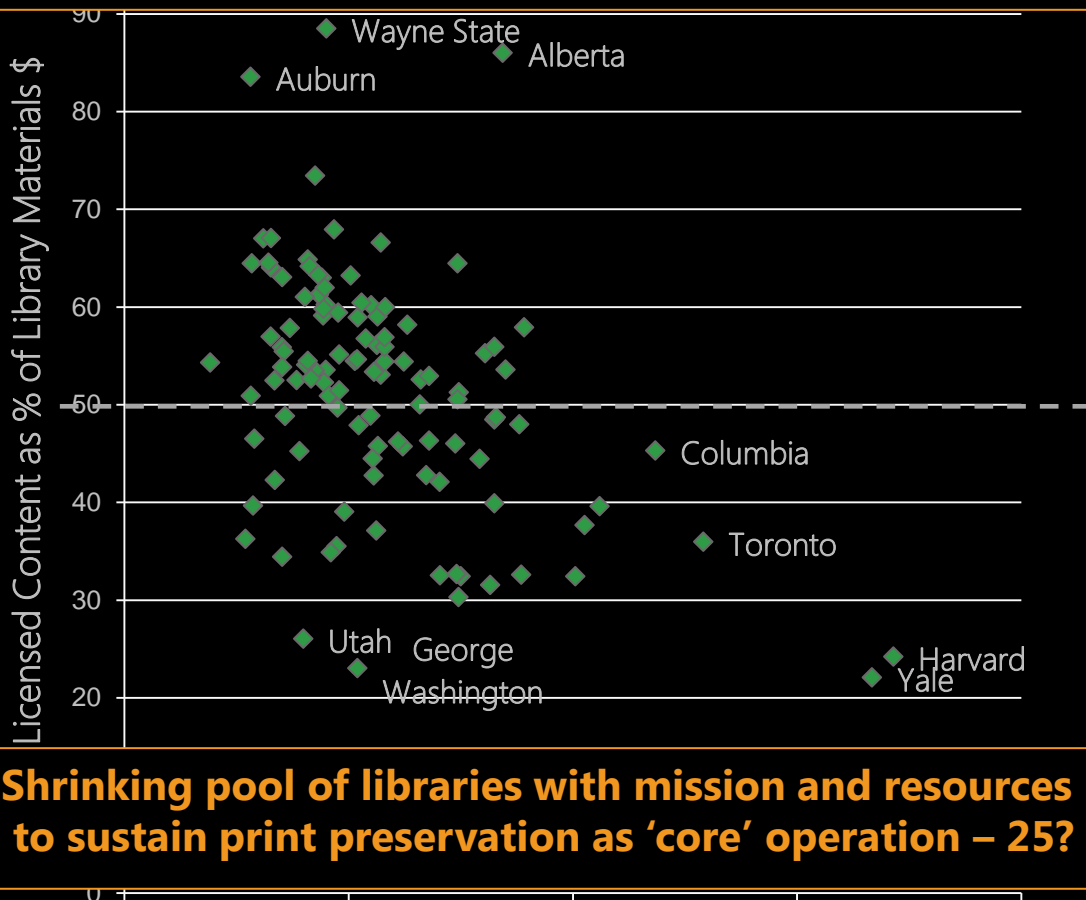
Collaborative
Commercial
The emergence of the cloud

Innovation?

Collections

Managing down print collections

Majority of research libraries shifting toward e-centric acquisitions, service model



Shrinking pool of libraries with mission and resources to sustain print preservation as 'core' operation – 25?

We are moving to a situation where **network-level management of the collective collection** becomes the norm, but it will take some years for service, policy and infrastructure frameworks to be worked out and evolution will be uneven. The **network** may be at the level of a **consortium, a state or region, or a country**. At the moment, this trend is manifesting itself in a variety of **local or group mass storage initiatives**, as well as in several regional and national initiatives. [[Emerging network level management of the collective print collection](#)]

Lorcan Dempsey

Space

Shift from infrastructure to engagement ..

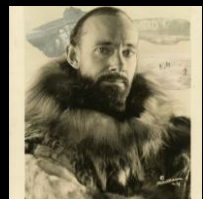
Reconfigure around the user experience rather than around collections



Social

Ad hoc rendezvous

Meeting place



Showcase

Exhibitions

Specialist equipment

Specialist staff

GIS, Writing centre, digital humanities, ...

D. H. Hill GroupF

You are

Description of your study group here...

Where are you meeting?

Keyton @ 2nd Floor Group Study

2:00pm - 4:00pm

Learning Commons Group Study B

10:00pm - 3:00pm

Finder Terms of Service



Find members of a group in the library

Expertise

People are entry points



Engagement with research and learning



Marketing/assessment/
partnership



e.g. Leicester, Bangor

The screenshot displays the MLibrary website interface. At the top, there is a navigation bar with the MLibrary logo and links for 'About MLibrary', 'Services', 'Libraries', 'MGet It', 'Search Tools', and 'Catalog (Milyn)'. Below this is a search bar with the text 'Search' and a dropdown menu for 'Browse' with the option 'Select a Subject'. The main content area is titled 'Browse Results for Architecture' and provides an overview of library resources related to Architecture. It lists various categories such as 'Electronic Journals', 'Research Guides', 'Databases', 'MLibrary Website', and 'New Books'. Each category includes a brief description and a link to more information. For example, 'Electronic Journals' lists 'Aberdeen's magazine of masonry construction' and 'American architect and university'. 'Research Guides' includes 'Architecture' and 'Landscape Architecture'. 'Databases' lists 'Avery Index to Architectural Periodicals' and 'ARTbibliographies Modern'. 'MLibrary Website' describes the 'Visual Resources Center (VRC)'. 'New Books' lists 'Finding Books at the Art, Architecture & Engineering Library'. At the bottom of the page, there are sections for 'QUICK LINKS', 'TAG THIS PAGE', 'SITE FEEDBACK', and 'COPY RIGHT'. The 'QUICK LINKS' section includes 'My Account', 'EJournals', 'Library Hours', 'Outages', 'CTools', and 'Wolverine Access'. The 'TAG THIS PAGE' section includes a 'TAG THIS PAGE' button and a message: 'This item has not yet been tagged. Be the first to tag it!'. The 'SITE FEEDBACK' section includes a 'TAG THIS PAGE' button and a message: 'Tell us what you think about our new site. What do you like? What don't you like? How we can improve it more? Send your comments using our feedback form.' The 'COPY RIGHT' section includes a Creative Commons license logo and a message: 'Except where otherwise noted, this work is subject to a Creative Commons license. Additional permissions are available. ©2008, Regents of the University of Michigan'.

Services

The service turn



U Minnesota, ARL
Institutional profile

In alignment with the University's strategic positioning, the University Libraries have re-conceived goals, **shifting from a collection-centric focus to one that is engagement-based.**

Service

The service turn

Defining distinctive services with the clarity with which we have defined distinctive collections allows us to acknowledge that the 21st century will be marked by different, but equally valid, definitions of excellence in academic libraries, and that the manner in which individual libraries demonstrate excellence will be **distinctive to the service needs**, and to the opportunities to address those needs, found on each campus.

Scott Walter.
“Distinctive Signifiers of Excellence”: Library Services and the Future of the Academic Library. *Coll. & res. libr.* January 2011 72:6-8



First year initiatives: Bowling Green State Univ Libs

The Library First-Year Initiatives (F.Y.I.) Program strives to make meaningful connections with incoming students early in their academic career.



M Publishing, U Michigan

The University of Michigan Press, the Scholarly Publishing Office, Deep Blue (the University's institutional repository service), the Copyright Office, and the Text Creation Partnership,



Salman Rushdie Archive, Emory U

Personal digital papers of Salman Rushdie. Have become **his** reference collection.



Scholarly Commons, U Illinois Urbana Champaign

... to serve the emerging needs of faculty, researchers and graduate students pursuing in-depth research and scholarly inquiry. Access to expertise, hardware and software.

Systems

Engagement, cloud and collaboration



Focus on engagement

Resource guides, integration with learning management, widgets, etc



Move to cloud for infrastructure

ILS, ERM, Discovery: move to cloud-based solutions



Deep collaboration

Shared systems infrastructure:
Orbis Cascade Alliance, 2CUL

Externalization

Scaling

Institution

Group

Web

Collaborative

DSpace

Tripod:
(Tri-college
library catalog)

RePEc

Public

Bibliographic
Standards
(LC Classification,
MESH, LCSH)

Rero,
REBUIN,
Bibsys,
Libris

PubMed

Third-Party

VTLS Virtua
(hosted ILS)

JISC Collections

worldcat.org

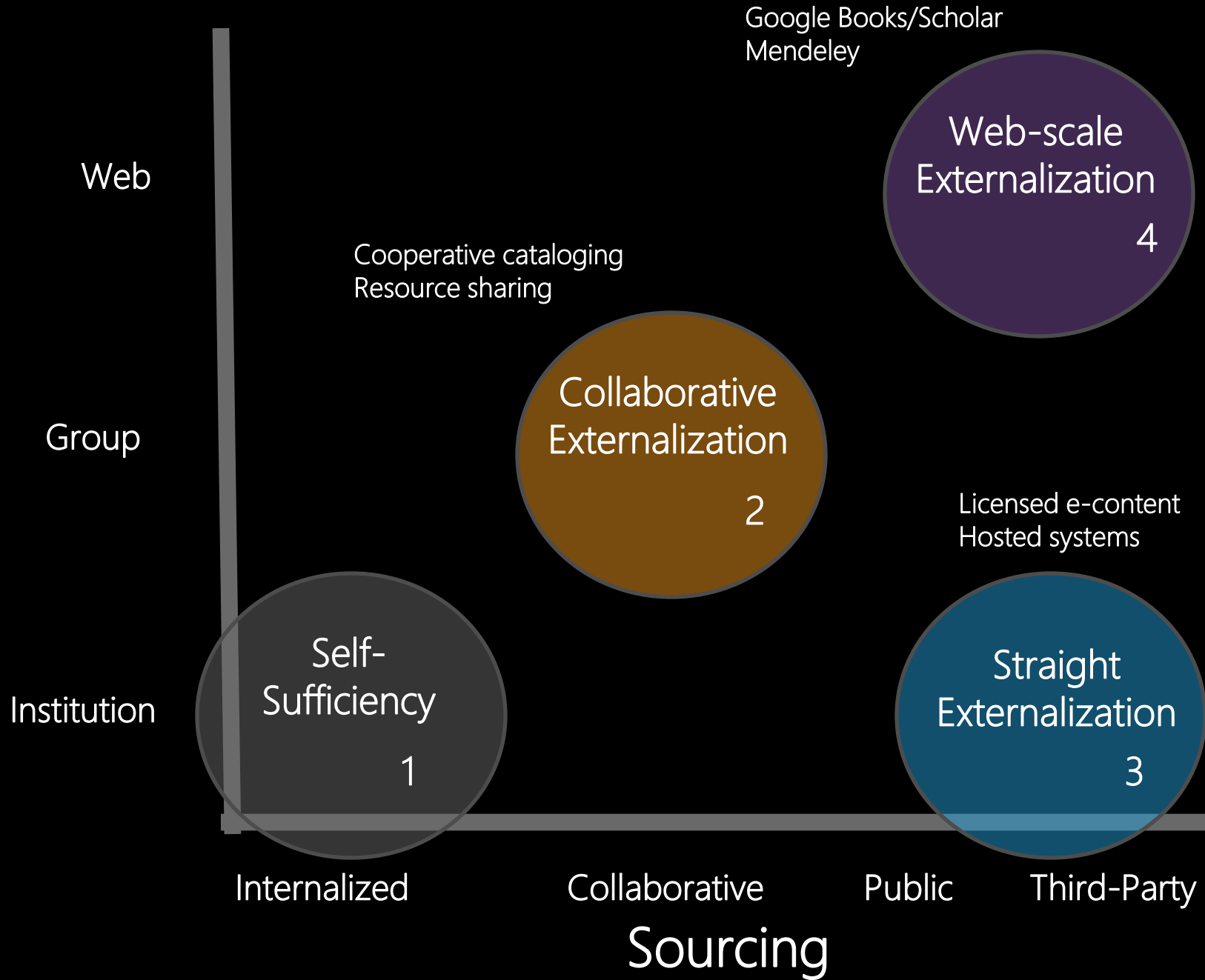
Sourcing

	Institution	Group	Web
Collaborative	DSpace	Tripod: (Tri-college library catalog)	RePEc
Public	Bibliographic Standards (LC Classification, MESH, LCSH)	Rero, REBUIN, Bibsys, Libris	PubMed
Third-Party	VTLS Virtua (hosted ILS)	JISC Collections	worldcat.org

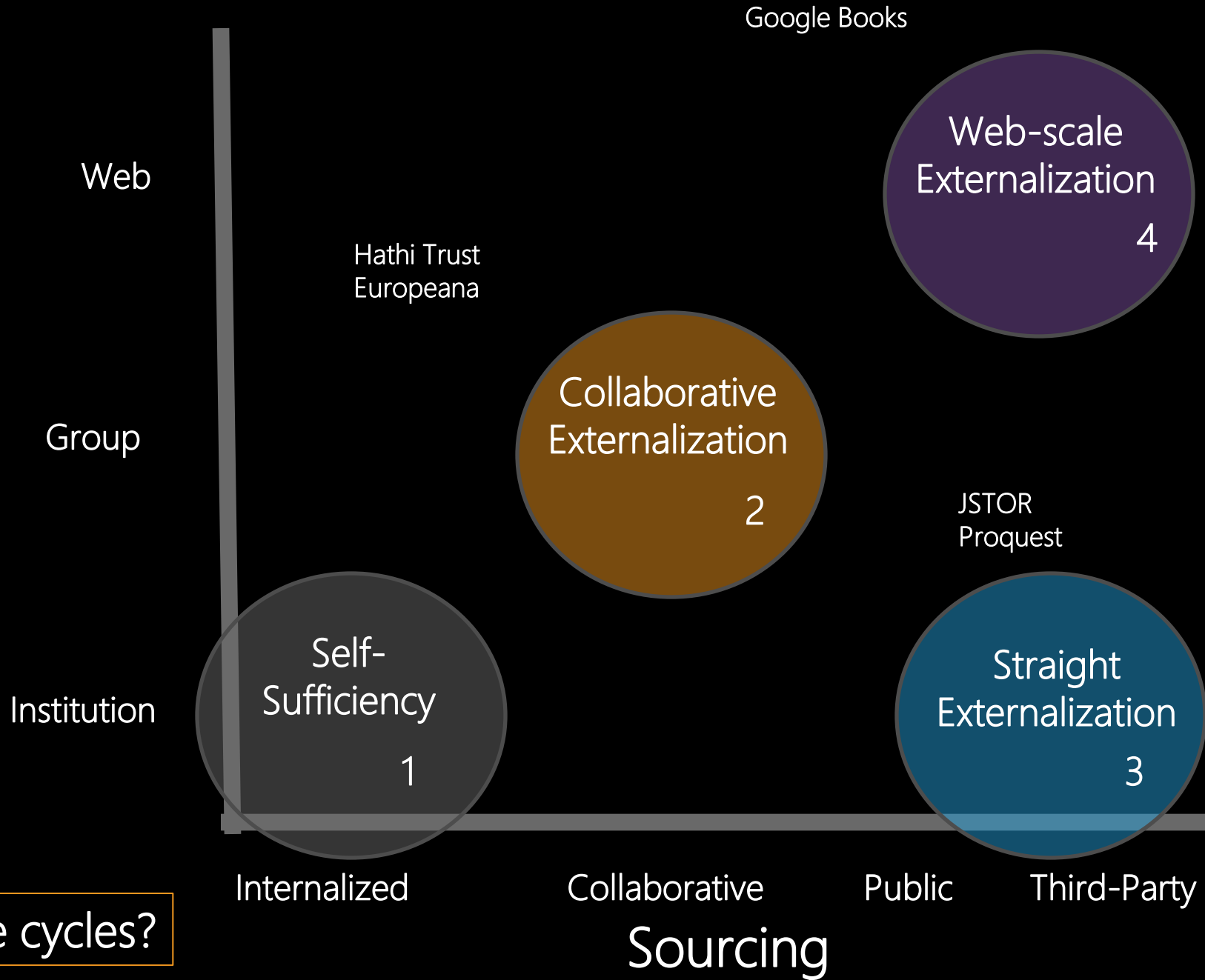
Prescription: Radical Collaboration

- Need for a **fundamental repositioning and consolidation** of efforts, resources and institutions
 - Redefine libraries as multi-institutional entities
 - Transcend the traditional concept of a library (and by extension university or college) while preserving the programmatic strengths and mission of the individual schools

Scaling



Scaling



Life cycles?

Some directions



Strengthening engagement

Systems for engagement

Relationship with campus partners

Marketing and assessment

The service turn



Externalising infrastructure

Give things up?

Deep collaboration

Cloud

Just in case to just in time



Sharing Innovation and expertise

New skills

Organizational innovation

External relationships are
even more critical:
public support, vendor
choices

Strategy

Paul Ayris: Directors and decision makers



Jay Barney:

Your **theory** of what gives you sustained (competitive) advantage

