

Faster Horses 2020: *the Future of Academic Research Libraries*

"If I'd asked my customers what they wanted, they'd have said a faster horse."

Henry Ford

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premises

“I think that intellectual life should involve taking chances.”

– Louis Menand

I bring a vision, not *the* vision for KSL

the final vision must be the product of a meaningful process of discovery and decision

the process requires rigorous and challenging debate over provocative ideas

The Conventional Wisdom on Today's Reality: "*Woe is Us*"

too much information

insufficient discovery systems

to manage change it must be slowed down

survivability / sustainability trump advancement

not enough money, people or technology

libraries are on the road to irrelevance

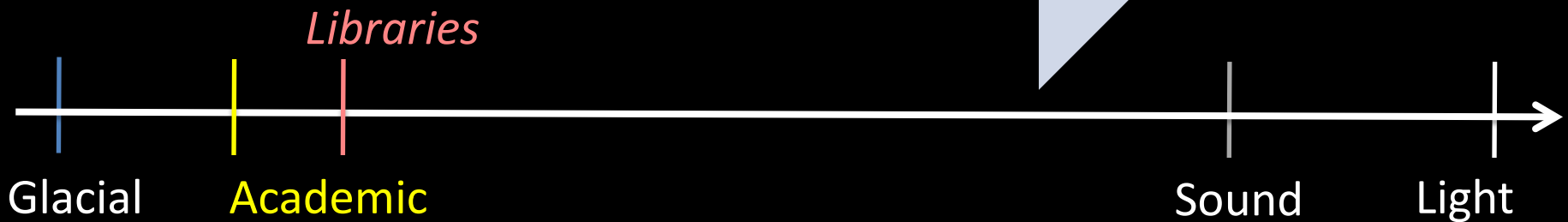
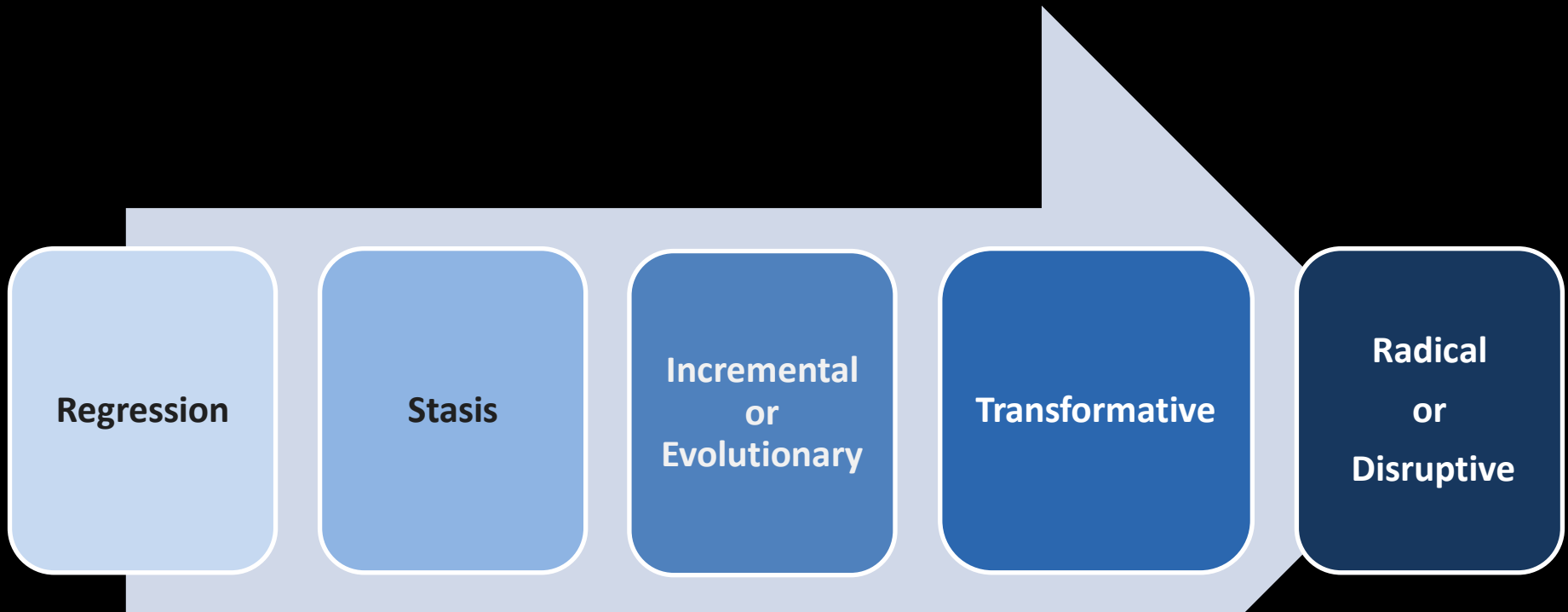
The Strategic Response to Break Through the Conventional Wisdom



*meaningful change
requires planning*

exploration is about both the
journey *and* the destination

The Path to Change: *From Old to Bold*



the context for change:
the small, comprehensive academic
research library

the questions:

how will people learn in the future?

how will scholarly research change?

how will knowledge creation and dissemination
change?

Context, Scope and Process

Context: Higher Education



Content



Clients



Technology



Presence

Scope



Process

Context: Higher Education

“Trying to reform the contemporary university is like trying to get on the Internet with a typewriter, or like riding a horse to the mall.”

– *Louis Menand*

Context: Higher Education

The recession is not over in higher education

The baby boomlet is bursting

Humanities graduate education enrollment has declined

Faculty reliance upon the library is receding

Competition is increasing for universities seeking to be elite global higher education providers

Context: CASE WESTERN RESERVE UNIVERSITY Strategic Plan

Mission:

preeminent and collaborative scholarship in an inclusive culture of global citizenship

Vision:

the university and students are recognized internationally students in an interdependent world

Values:

academic excellence, inclusive, diverse, and effective stewards

Goals:

- 1. *Impact.*** Enhance research and discovery, student preparation for the 21st century, and the international character of the university
- 2. *Diversity.*** Increase diversity through student recruitment and retention and rewarding faculty and staff excellence
- 3. *Community.*** Expand and deepen alumni and community relationships, and with external organizations
- 4. *Integrity & Transparency.*** Improve customer satisfaction and resource allocation and expand revenue sources by employing best practices

Strategic Keywords



Vision



Content



People



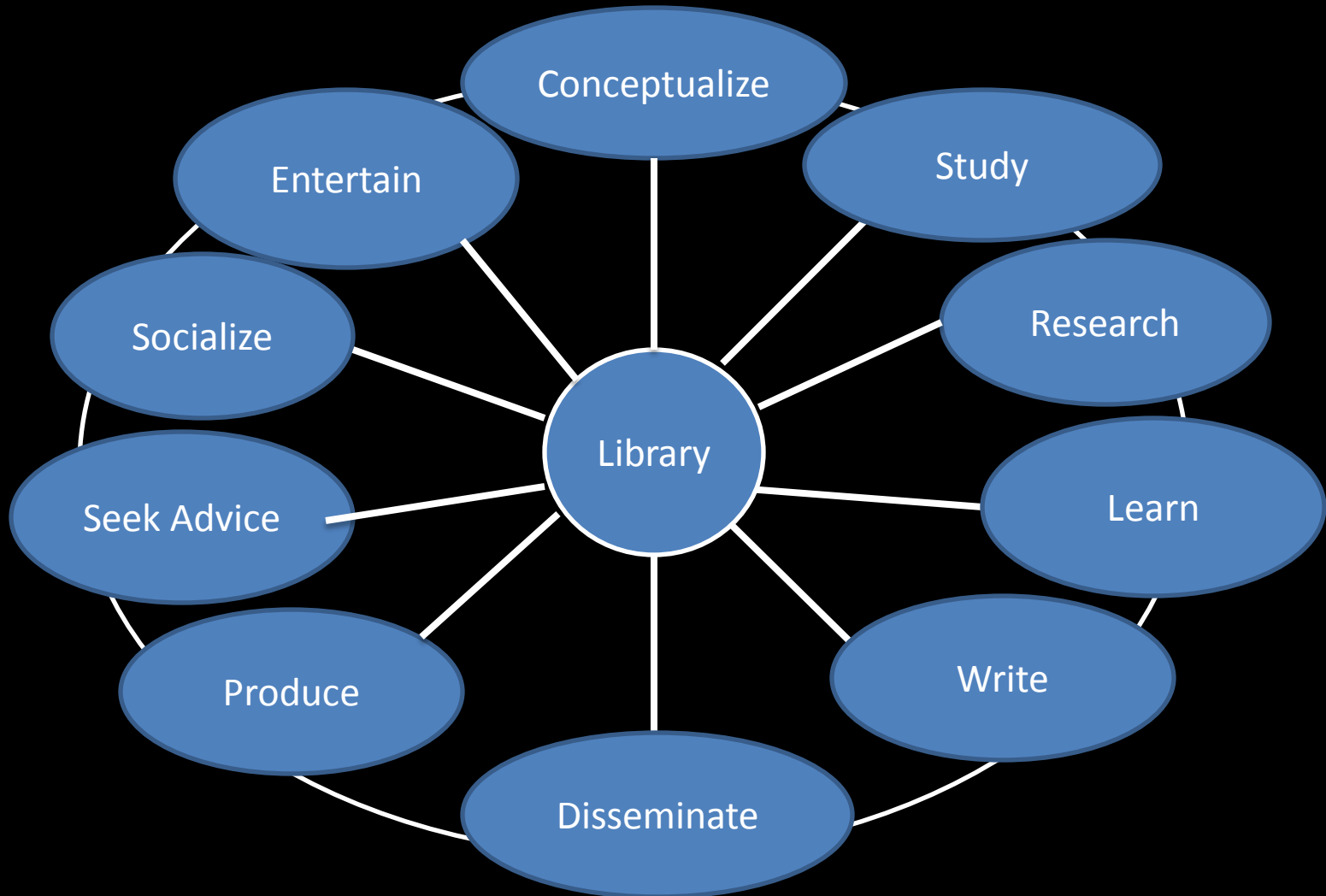
Technology



Presence

Changes in Information Discovery

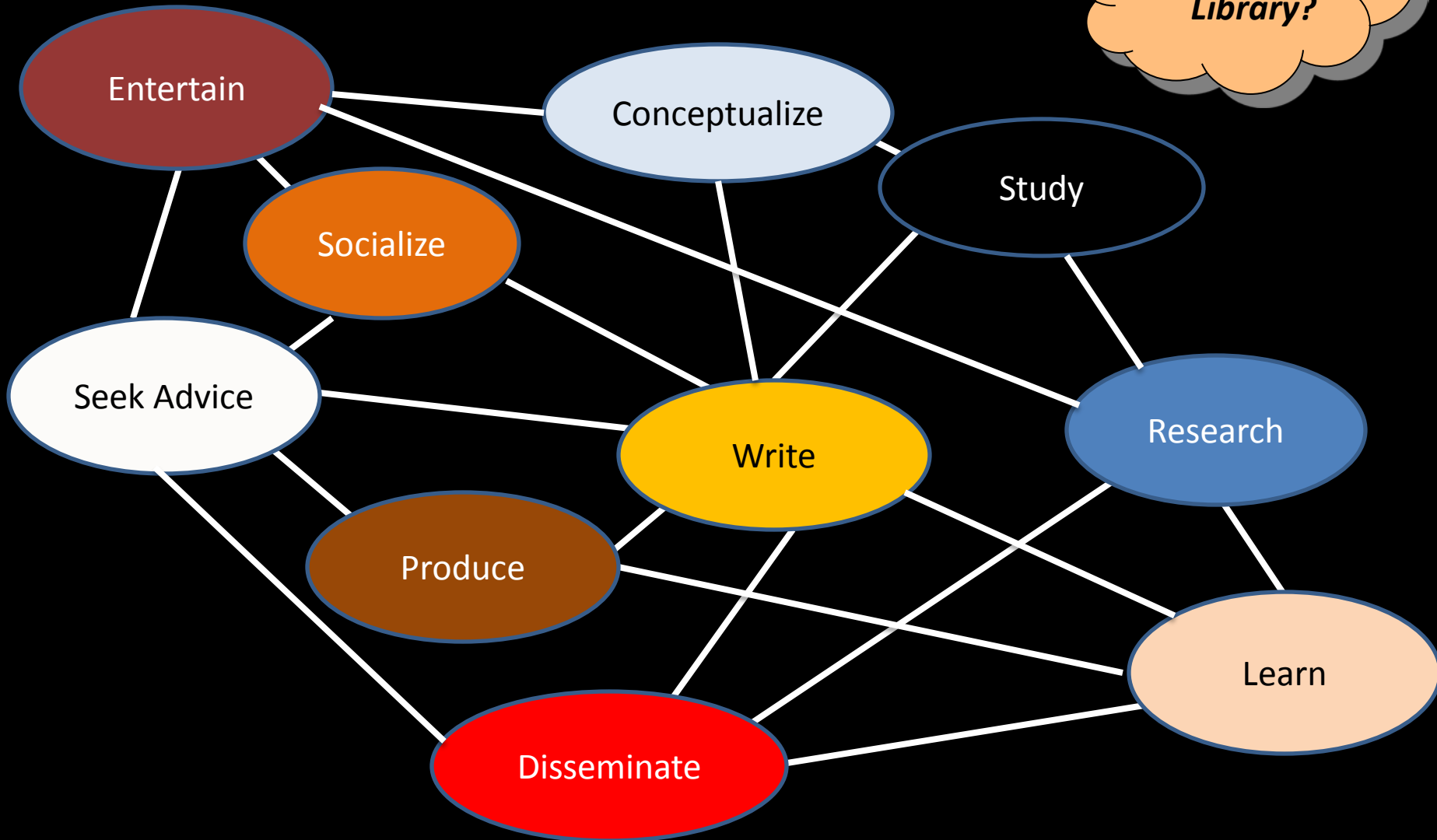
the library was at the center & discovery was linear



Information Discovery:

now it's synaptic

Where Is the Library?



The State of Research Libraries

Resources are directed toward:

- operations marginal to institutional and national research priorities
 - processes and services ignored or undervalued by clients
- staff activities driven by legacy professional concerns, not user needs

Incremental revision will leave the library with only the vestigial values of its book-determined legacy. It will look the same, but everything will have changed.”

-- Michalko, Malpas and Arcolio.

“Research Libraries, Risk and Systemic Change.”

“The death of the academic research library has been greatly exaggerated.”

Scholarly Content: Conventional Wisdom

All information is or will be free

Good enough is the new great

Google controls all content

Apple controls all distribution tech

Amazon will be left in the dust

The library catalog is an irrelevant relic

Scholarly Content: the Next Generation

“Sheer information is no longer a major piece of the value-added of higher education.”

Louis Menand
The Marketplace of Ideas

“The question is not whether there will be future scholars. It is how these future scholars will remember and integrate previous scholarship.”

Lisbet Rausing
“Toward a New Alexandria: Imagining the Future of Libraries”

“Scholars turn to libraries as purchasing agents but not as agents of change when it comes to scholars’ fundamentally conservative research and publication practices.”

Barbara Fister, “Academic Libraries, a View from the Administration Building”

Scholarly Content

publishing

influence the changing economic
models for trade and scholarly content

Scholarly Content

collections

replace the passé concept of collections
with new information provision
principles for the disintermediated and
disaggregated world

Scholarly Content

print vs. electronic

move beyond the outmoded
dichotomy

“Print legacy is the albatross around the neck of all digital reading. ... Digital learning can provide continuous assessment, remediation, advanced learning tools, integrated reference and multimedia.”

– *Evan Schnittman*

Scholarly Content

social networking

design new models and systems for
community engagement and
knowledge exchange for today and
the coming post-web world

Scholarly Content

*collaborative global information
development*

partner to cultivate contributions from
global partners to create a flat world of
information

Scholarly Content

digitization

create collaborative models for
knowledge dissemination and
develop impact factors to measure
the scholarly value of locally digitized
materials

People: Clients

learning and research services

engage in systematic research about the changing needs and behaviors of undergraduates, graduate students, faculty and alumni, and explore differences among diverse disciplines

People: Clients

beyond information literacy

create new collaborative and relevance-based models to advance student fluency skills for information discovery

People: Staff

new roles = new expertise and abilities

define new roles and required skills for librarians, and develop, recruit and retain through professional development, mentorship and meaningful incentives

Technology

the power of the open cloud

harness the cloud and open source
software to create powerful, mobile,
and cost-effective solutions

Technology

new discovery systems

create abandonment strategies to
transition from the old to the new

Physical Presence

library spaces

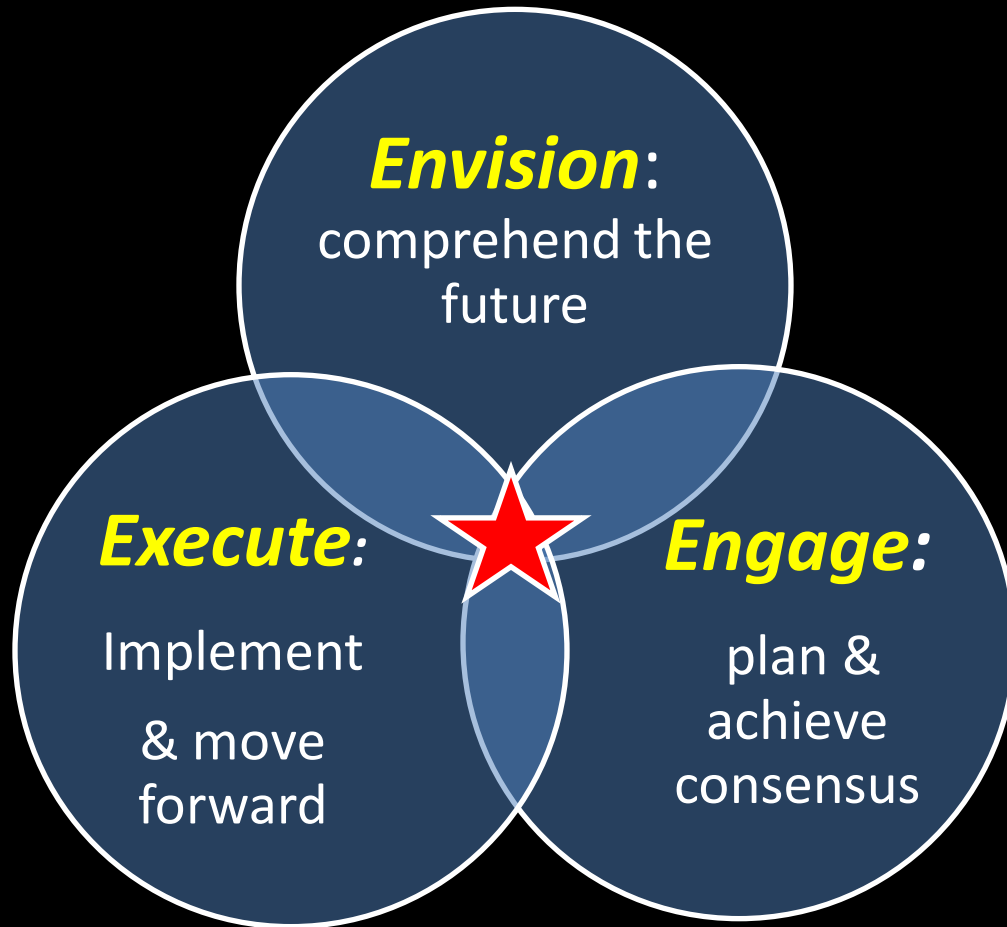
launch a collaborative endeavor to
reinvigorate the library as the campus
destination location
by creating unique and vibrant spaces that
are compelling for all communities

Virtual Presence

the virtual experience

create complementary virtual and physical space experiences, while maximizing the unique advantages of each

charting the new course: the engagement process in brief



engagement

an inclusive strategic planning process
involving the campus community to
develop a collective vision and
comprehensive strategic directions

Engagement: The University and The Library

Institutional Goals	Library Role & Opportunities
Impact	Content – Clients – Technology
Diversity	Clients – Presence
Community	Technology – Presence
Integrity and Transparency	<i>Stewardship</i>

Execution

Exploit CWRU's Advantages: Small, Comprehensive and Competitive

small = agile

comprehensive = breadth of talent

competitive = depth of talent

invent through necessity

tap student energy and faculty expertise

secure funding

invite the Cleveland community to participate

Strong execution is fast, action oriented, cost effective and requires wise and continuous ...

experimentation

improvisation

risk-taking

stewardship

Execution: How to Advance

create a culture of invention & discipline

plan strategically

conduct gap analyses

collaborate

(OhioLINK, national, international)

communicate



Execution: How to Advance

assign accountability

budget strategically

advocate for financial & other resources

assess continuously

achieve substantial outcomes

“Whether you think you can,
or you think you can’t,
you’re right.”

– *Henry Ford*

Questions and Comments?

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