

# **Fostering Collaboration in the 21<sup>st</sup> Century Research Library**

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# **ARL Strategic Thinking and Design Process 2014-2015**

## **The Impetus:**

What is the role of the research library for the ecology of knowledge in 2033?

# Three Critical & Provocative Questions Emerged

1. In an era of Google glass, what is the role of the research library?
2. What is the symbolic legacy of the research library and how do we update it for the 21<sup>st</sup> century?
3. How do we rethink the economics of the research library so that it can optimize its own evolution?

# The Goal

The research library becomes a more valuable knowledge and service partner for the university, which is, itself, becoming more distributed **and** more connected.

# Evolution of ARL



# Shift in Library Roles

- Research libraries are intimately engaged in and support the full **life cycle of knowledge discovery**, use, preservation, and sharing in diverse contexts of the university's mission.
- Within two decades, the research library will have transitioned its focus from its role as a knowledge service provider within a single university to become a **collaborative partner within the broader ecosystem of higher education**.
- ARL enables and catalyzes research libraries to **leverage and mobilize individual assets toward the collective advancement** of learning, research, and societal impact.

# Developing the ARL Framework

- Recognize emergent roles, historic strengths
- Sustain core values
- Sustain essential capabilities ARL affords
- Recognize new more active role for ARL
- Shape initiatives for collective action

## Possible ARL Roles

inspire	broker	facilitate	shape	manage
↓	↓	↓	↓	↓
introduce	connect	scaffold	design	run
catalyze	liaise	structure	influence	and/or
encourage	mediate	support	build	spin off

**“ARL is our vehicle for getting things done together and with key partners.”**

# Working Principles

- **Agility:** short-term design teams
- **Intentionality:** activities will be aligned with the overall vision
- **Coordination:** minimal organizational layers; clear communication and decision making
- **Engagement:** all ARL members can participate
- **Excellence:** participants are engaged and knowledgeable
- **Support:** enabling capacities facilitate collective and individual action



# Systems of Action are Ecosystems of Change

SoA's are collections of inter-related components that affect the way people do things. Transformative in intent. Affecting both explicit behaviors and embedded habits, and enabling small actions to affect a larger social ecosystem. SoA's scale.

# An Example: El Sistema

A Structure of Adaptation: “The idea of El Sistema must in no way be understood as something static. It is more of a structure in perpetual transformation and change, and a structure of adaptation according to circumstances—beautifully evolving.”



# Systems of Action are Ecosystems of Change (2)

Designing the inter-related system of components that affect the way people do things. Transformative in intent. Affecting both explicit behaviors and embedded habits, and enabling small actions to affect a larger social ecosystem. SoA's scale.

# Five System of Action Areas

1. **Collective Collections:** Deep and wide platforms for ensuring resources are available
2. **Scholarly Dissemination Engine:** Promoting wide reaching and sustainable publication of research and scholarship
3. **Libraries that Learn:** Integrated analytical environments to mine data for transformation
4. **ARL Academy:** Fostering and nurturing creative, effective, and diverse research library leaders and leadership
5. **Innovation Lab:** An incubator for new ideas and the seeds of change

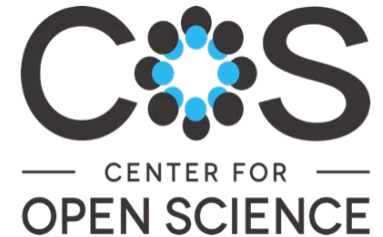


(Thanks to Judy Ruttenberg, Association of Research Libraries and Jeff Spies, Center for Open Science for the slides)

# Founded by Academic Leaders Built with Open Technology



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LAND-GRANT  
UNIVERSITIES



Research universities are long-lived and are mission driven to generate, make accessible, and preserve over time new knowledge and understanding.



# What is SHARE?

SHARE is creating an open data set about research activities across their life cycle. This comprehensive inventory of research will be widely accessible, discoverable, and reusable.



Alfred P. Sloan  
FOUNDATION



# Stakeholders/beneficiaries

- Researchers
- Higher ed administration
- Libraries
- Repositories
- Research Funders





# SHARE is a system of action

Open data allows for innovation, and it is anticipated that it will contribute to transforming how research is evaluated.



# Conclusions

- We are in a time of unprecedented change.
- Research libraries must actively seek to redefine their role.
- Scholarly communications is global and involves multiple stakeholders.
- Collaboration is absolutely critical.

# Thank you!

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