

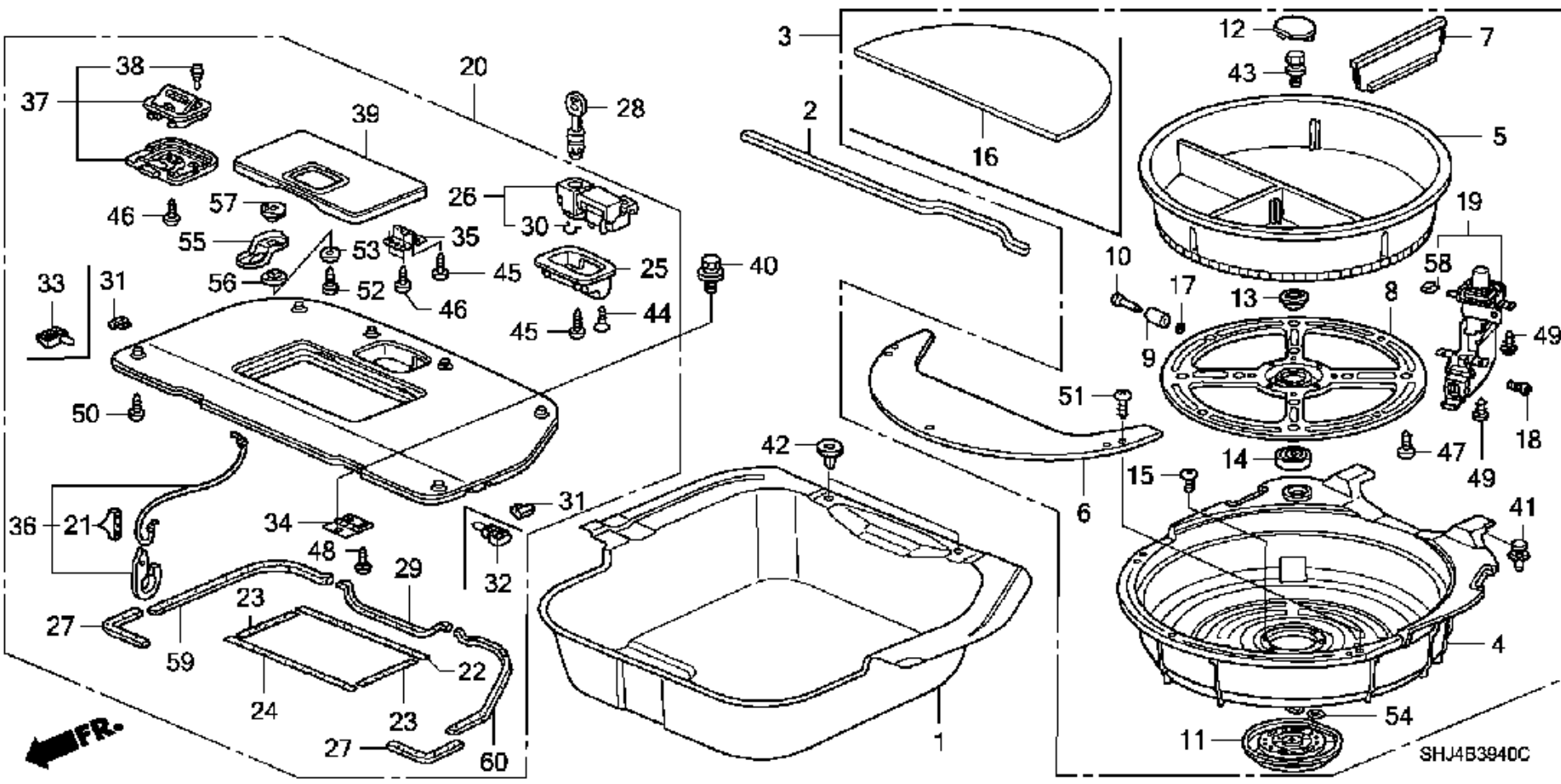
The background of the slide is a blue gradient with a network of glowing white lines and spheres, resembling a digital or molecular structure. The text is centered and reads:

**DIGITAL  
LIBRARY  
FEDERATION**

Fall Forum  
November 1–3, 2010  
Palo Alto, California

# Beyond Buckets and Boxes

- General Overview of Higher Education
- CLIR's Mission and Research Agenda
- The Integral Role and Leadership of DLF



SHJ4B3940C

# Radical Collaboration

“The great libraries of the West understand that they can no longer compete against each other as to who can warehouse the most treasures. But if the collectivities of libraries are to remain the guardians of our patrimony, as they must, how do they divide that task between themselves? Increasingly (and encouragingly), they agree that stewardship must be joint, cross-unit, and complementary—a mash-up, even. ... But wider and deeper collective action is needed.... [at a ]depth none of us have yet fully grasped.”

Lisbet Rausing, “Toward a New Alexandria,” *The New Republic*.

# Higher Education is Not Structured For Radical Collaboration



# Traditional Concepts

- Exclusive, singularity of purpose
- Compete
- Measure against themselves
- Separate, particulate, solitary vs. networked information infrastructure with no “place”



# Funding Patterns

- Much of higher education has been built project by project.
- These activities are often demarcated as having a beginning, a middle and, most importantly, an end.
- Long term sustainability and broad collaboration are not usually aspects of project funding, whether in the sciences or the humanities
- Cross disciplinary funding is rare
- Funding models tend to reflect, and reinforce, the existing organization of knowledge





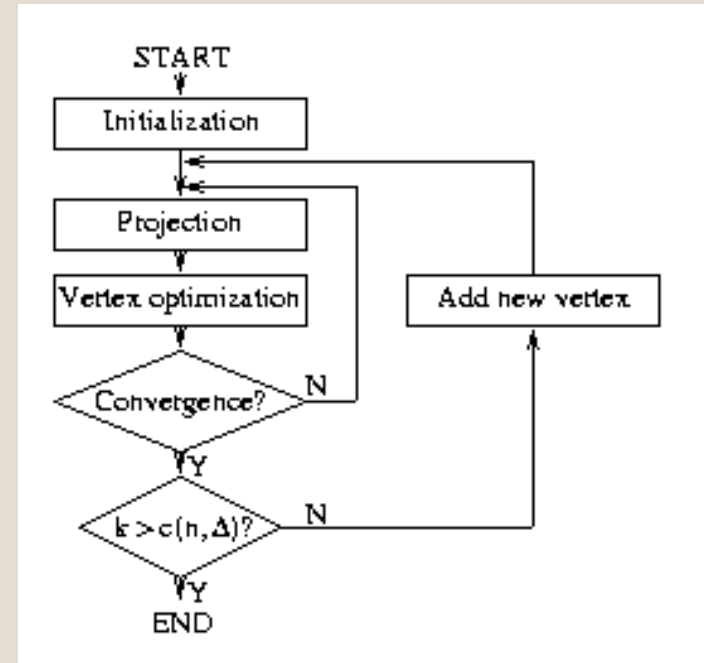
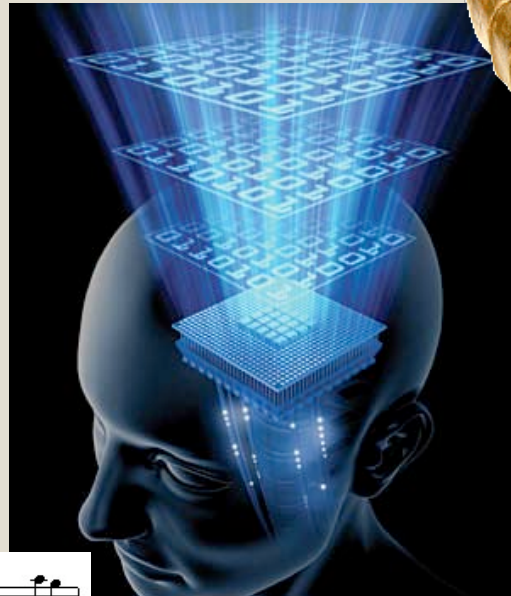
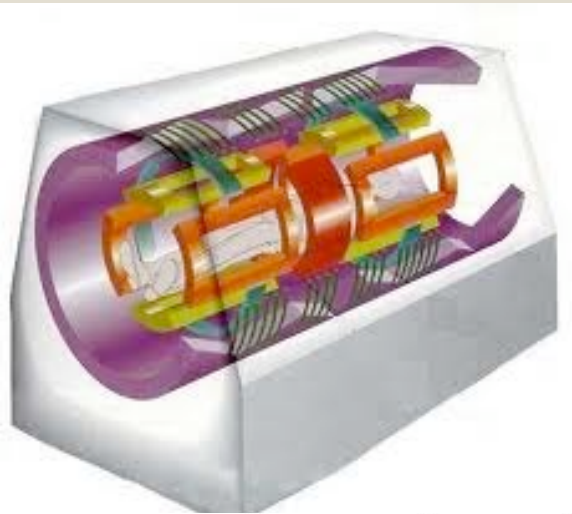
# Coherence of Design

- Medieval Studies



Es se y fery et  
siurtay.  
Et maintes fois  
je escoutay  
Se ie devoie seane nulle ame  
Le muer qui eston de chascune  
Me omyr yne pucelle  
Qui asse eston comte a nene  
Le rait au blone cœdun bish  
La che plus rade quun poussin  
font relufant souer doulte  
L'entrecut li neston pas veue  
Ame pur assennite y meure  
Le neant bien fait adoutue  
Les veul au vas come faulone  
Doutre faire come atoud soune  
Doutre calame cut et fauouue  
La face blanche et confouue  
La bouche verte et mofouue  
Et au meiton yne fossouue

# Collaboration Across Disciplines



# Emerging Disciplines

- Cognitive science and musicology
- Deep time
- 3-D simulations of cities
- Hemispheric studies:  
History of Intoxication



# Migration Dilemma

- Easily intuited that much of what we do will need to migrate to a digital environment
- But digital replacements will not simply replicate analog models
- Yet we strain to model the digital onto the analog

(early printing mimicking manuscripts)

E-books

Second Life

Open Course Ware

e-mail

# Economies

- Higher education is more subject to the principles and consequences of public economics, rather than the formulas associated with a business marketplace.
- Public economics more accurately describes the typical educational milieu: the 'products' of education are largely public goods, and in order to sustain them a collaborative environment needs to be constructed that willingly contributes to their persistence.
- A new 'market' for higher education would have to be built patiently over time. This argues against a top-down approach: a salient and pervasive understanding of the value, both intellectual and financial, of digital resource adoption and new service models is requisite before any large scale production of projects and services can be realized

# Behavioral Traditions

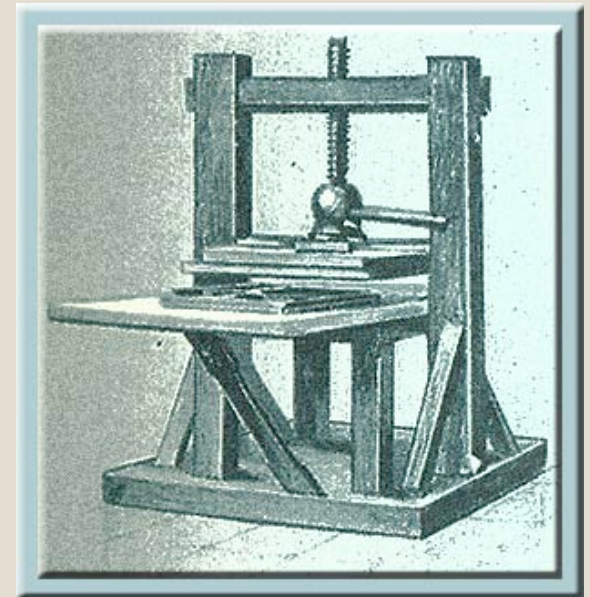
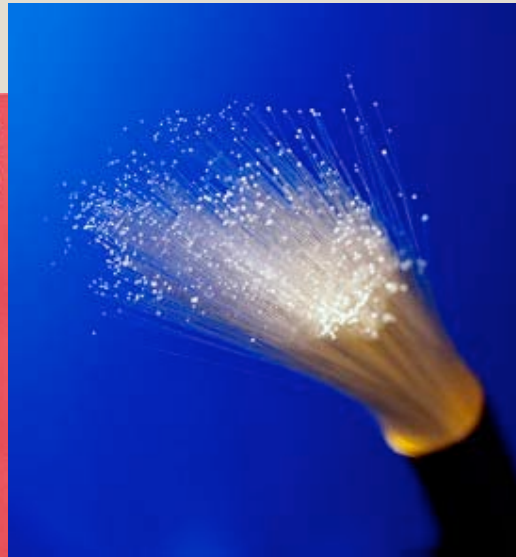
- Promotion and Tenure very conservative
- In the humanities, primacy of the book
- Governance through departments and schools
- Little precedent to think of 'process' rather than 'product'

# Challenges

- Organizational
- Cultural
- Behavioral
- Funding/budgetary
- Technological



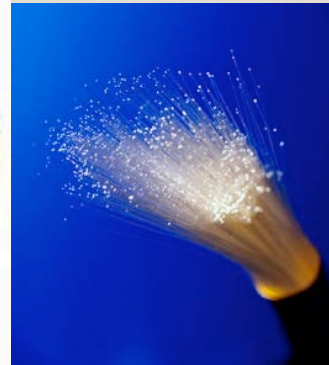
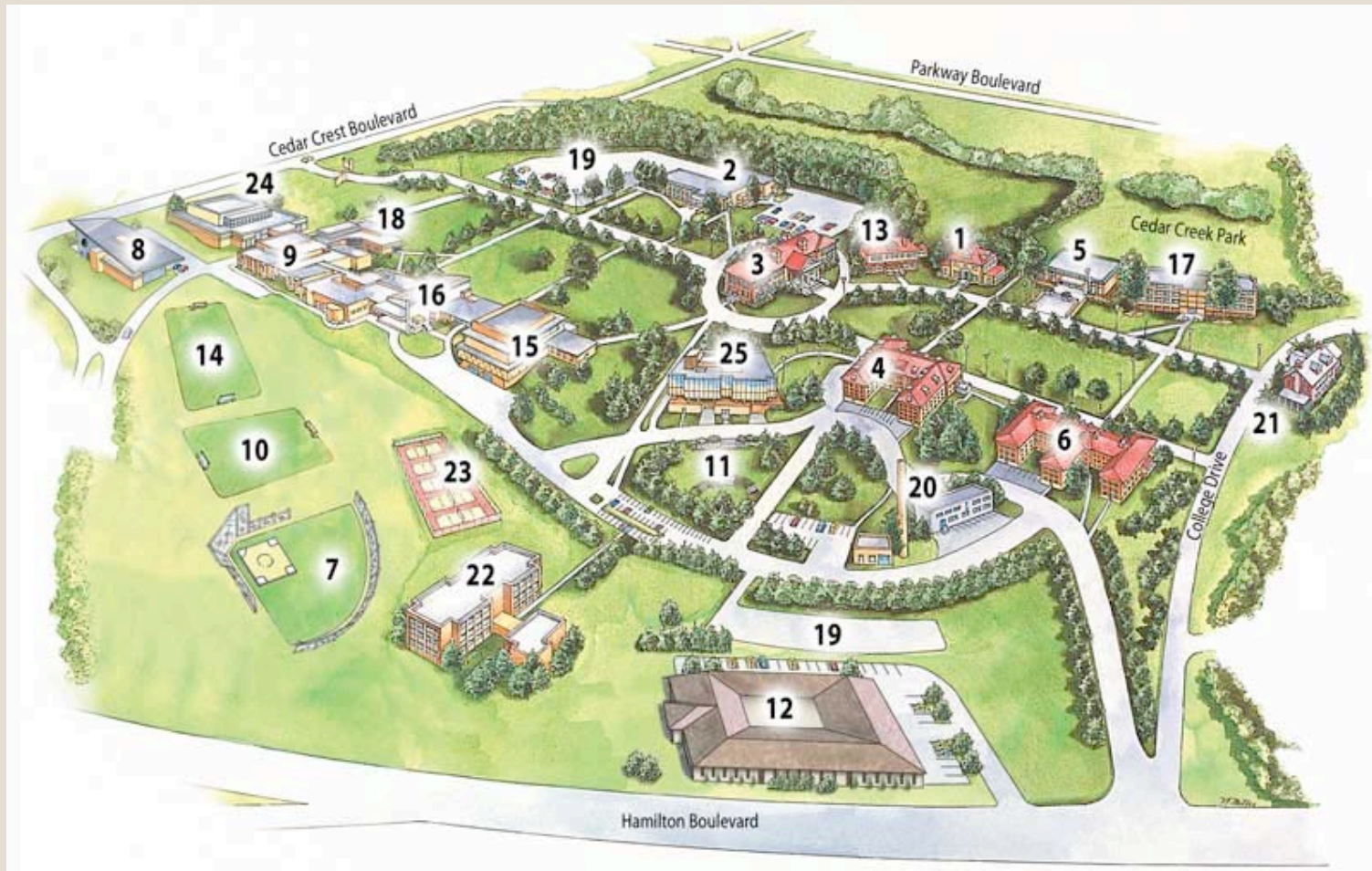
# Scholarly Communication





- Scholarly communication is a multifaceted enterprise that encompasses the life cycle of knowledge production—content, whether analog or digital; notes and data; pre-publications and formal publications; and the preservation and continued access of this information—and the supporting services and expertise which have been traditionally provided, as well as the technology that undergirds all of this activity.
- Over the centuries, institutions have built an enormously redundant and expensive archipelago, while concomitantly outsourcing at staggering costs many aspects of scholarly communication that could be more effectively and efficiently managed through larger scale, rational collaboration.

# Knowledge Organizations: Fundamentally Different; Unreconciled



# Macro Solutions

- To develop methods, guidelines, and recommendations that would allow academic leaders to instantiate sustainable communities of practice that would in concert produce a new, more logical and rational system of higher education.
- The inherited norms, customs, traditions, and institutions that have structured research and teaching now need to be constructively challenged, redefined, and subsequently reassembled to encourage a fluorescence of activity among universities and colleges focused on repositioning, consolidation, and convergence.

# The Goal

To reconceptualize the traditional model of competing, standalone institutions into a coherent system of higher education that preserves the identity and independence of universities and colleges but brings together many of the functions and support services that undergird scholarship and teaching in ways that are more effective, efficient, and elegant.

# Reconceive Aspects of Higher Education as A System

- Allostasis: achieving stability through behavioral change
- Heterarchy: no top down order; federated, horizontal
- Syntony: dynamic, capable of evolving, attuned to general needs and new models of scholarly expression

# Various Components of Knowledge

- ~ discovering
  - ~ reconstituting
  - ~ publishing
  - ~ sharing
  - ~ augmenting
- 
- + Keep these various manifestations securely preserved and accessible
  - + Understood as interrelated and interdependent.

# Areas of Focus

- widely coordinated collection development
- shared staff and expertise
- shared information technology
- shared academic publishing platforms
- digital library development
- genuine interdependencies

Risk, yes, but a resultant transformational realignment for higher education and the academic library potentially in reach

# Promising Projects

- WEST (distributed print journal repositories)
- Digital Public Library of America
- CRL print archives coordination
- HathiTrust
- 2CUL
- OAPEN (EU academic publishing)
- CDL; Cal State



Center for Research Libraries  
.....  
GLOBAL RESOURCES NETWORK







All of these projects also share an important tactical approach. They mitigate the concern of loss of individuality—loss of ‘brand’ in the common parlance—by keeping the level of tradition, history and idiosyncrasy of the institutions involved intact and building their interdependent alliances and collaborations within and among the services and programs that underpin research and teaching

# If We Stick to the Current Model...



SUNY Albany



# A New Future

- How will this be accomplished?
- Who will do this?

# Digital Library Federation

- Continue to focus on the technological aspects of developing, sustaining, and federating digital libraries. DLF will promote standards, protocols, and best practices; it will evaluate and promulgate digital library projects and programs, and support digital architectures that most effectively allow for interoperable and extensible digital resources and tools.

# Digital Library Federation

- Not attempt to build or develop projects in its name; rather, it will aggressively promote the digital production of its constituent institutional members, work with them to facilitate collaborations and cooperative efforts, and build a registry of projects and programs of wide interest and applicability.

# Digital Library Federation

- Promote the concept of an international/global digital library in which all major projects and future developments need to be understood as interrelated components. DLF will seek more partnerships with major libraries and institutions overseas.

# Digital Library Federation

- work with the major funding agencies, private and public, to assist them in better understanding the interconnectedness of digital library development and to encourage them to fund projects in concert with one another to avoid redundancy and lost opportunities that can result from isolated, competitive funding schemes.



# Digital Library Federation

- Build stronger ties to corporations, especially those investing heavily in digital resources and large-scale digital assets, and connecting the corporations to the communities that can best advise and complement the corporate investment.

# Digital Library Federation

- Articulate qualities and characteristics of leadership in the coming decade, requisite for the changes and transformations ongoing.

# The Re-integration of DLF into CLIR

- : Timely—an extraordinary moment in the history of higher education
- : Strategic—bringing together again the vast array of expertise, experience, and thoughtful engagement
- : Exciting—genuine opportunity to re-think what we do, and provide leadership for higher education's reconception

# Challenges: Framework of Ideas

## Organizational

- Adopt the concept of a wider context for scholarship
- Conceive of publishing as part of a continuum of scholarly production, preservation, management, reuse, and reinvention
- Knowledge commons, not a campus quad

# Challenges

## Knowledge Organization

- Prepare for disruption in traditional methods of expression
- Prepare for more porous and permeable disciplinary borders
- Expect some fracture in departmental models and scholarly societies

# Challenges

## Cultural

Alter current practice of tenure and promotion

Adjust curricula to better prepare for digital dependencies

Begin to replace primacy of the book

Increase support of younger scholar's new approaches

More rigorously assess the implications of an emerging digital research and teaching environment

# Challenges

## Behavioral

- Encourage more experimentation
- Encourage more collaborative research
- Involve undergraduates in research
- Acknowledge that longevity does not necessarily equate with wisdom

# Challenges

## Funding/Budgetary

Venture capital needed to:

- Further develop digital publishing platforms
- Migrate to new digital platform
- Incentives to redeploy staff, hiring and training workers with different skills
- Create new marketing tools
- Establish a governance model



On the new collaboration: “[It] means something far more demanding than the cooperative endeavors relied on in the past. It means the development of a common new mission and goals, new organizational structures, more comprehensive planning, additional levels of communication, new kinds of authority structures with dispersed leadership, and shared and mutual control. To transform into more open collaborative organizations, knowledge commons will need new organizational frameworks, with serious commitments by administrators and their parent organizations. In addition, they must broker new relationships, entrepreneurial activities, and communication structures”

Nancy Kranich, *Understanding Knowledge As a Commons*, “Countering Enclosure,” 106





# Logical Network Diagram

