

in a few year's time....

University of Leicester

'Digital Library Strategy'

30^h January 2009



Ken Chad

Director

Ken Chad Consulting Ltd

ken@kenchadconsulting.com

Te: +44 (0)7788 727 845

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part one:
context-the big picture

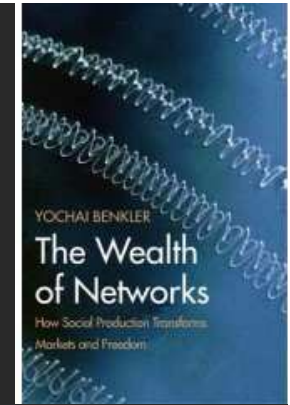
something big is going on..
and

(as in so many times in the past)

technology is a major driving
force for change.....

'For more than 150 years, modern complex democracies have depended in large measure on an industrial information economy.....In the past decade and a half we have begun to see a radical change in the organisation of information production. **Enabled by technological change**, we are beginning to see a series of economic, social and cultural adaptations that make possible a **radical transformation** of how we make the information environment....'

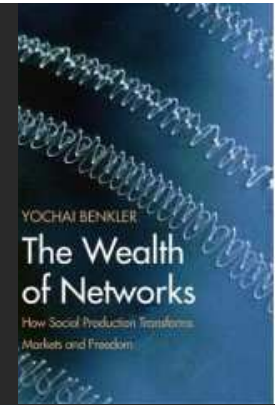
Yochai Benkler a Professor of Law at Yale Law School

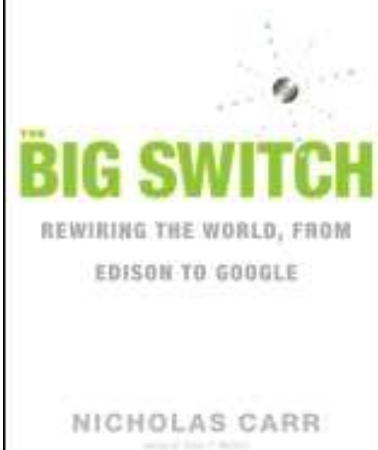


the networked information economy

one of the aspects of this new economy is the rise of a new 'mode of production' -- '**social production**'.

enabled by cheap computing and fast pervasive networks people are giving their time individually or in collaboration with others to **produce goods for free**.





'cheap, utility-supplied computing will ultimately change society as profoundly as cheap electricity did'

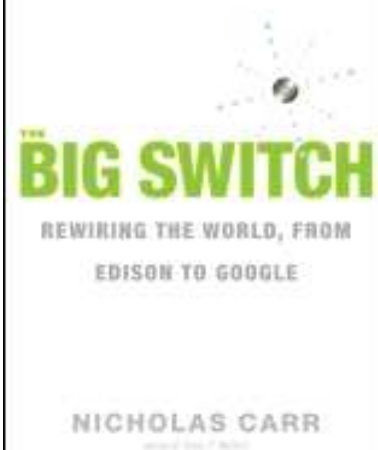


when we change the way we communicate we change society

'..real revolutions don't involve an orderly transition from A to point B. Rather they go from A through **a long period of chaos**.....in that chaotic period old systems get broken before new ones become stable.'

'Here comes everybody' By Clay Shirky. Allen Lane. 2008

aggregation and (web) scale



*'with less than 10 people [Flickr] had millions of users generating content, millions of **users organising** that **content** for them, tens of thousands of users distributing that across the internet...'*

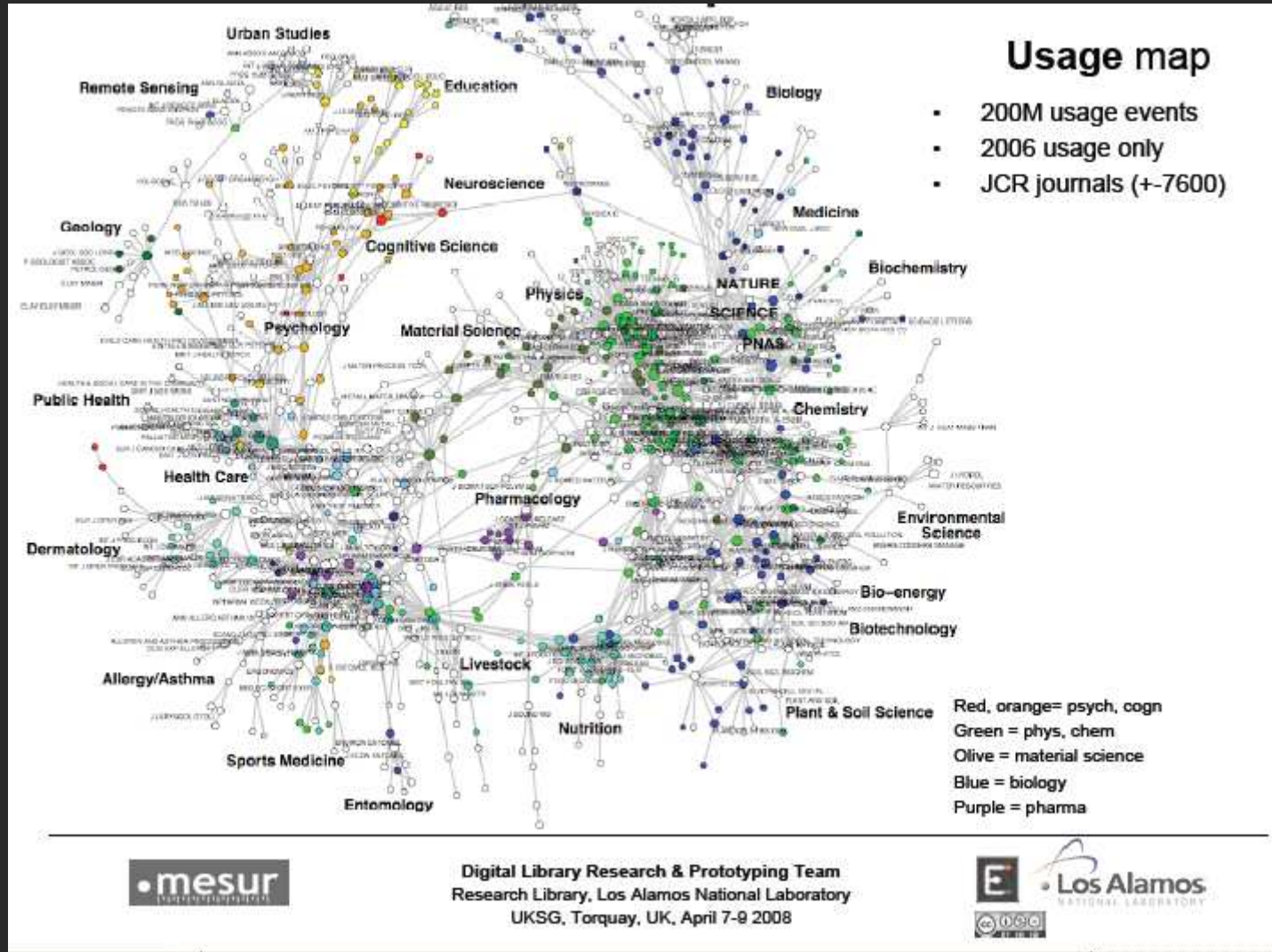
'The Internet is moving inside software architectures thus enabling loosely coupled application assembly and reuse on a **planetary scale**. This is combined with the transition from islands of content and data to **densely interconnected information and data spaces such as the web of documents** we know today, As more software and data is created within these new architectures, **a powerful network effect kicks in as reuse, on a global scale, becomes possible** radically lowering the costs and complexity of application assembly. At the tipping point, the ecosystem of technology tools, architectures and practices quickly shifts from the old to the new paradigm'



The Talis Platform

Harnessing Sophisticated Mass
Collaboration on a Global Scale

MESUR: usage data on a massive scale



*The MESUR data base now contains **1B usage events** (2002-2007) obtained from **6 significant publishers, 4 large institutional consortia and 4 significant aggregators!** The collected usage data spans more than **100,000 serials** (including newspapers, magazines, etc.) and is related to journal **citation data** that spans about **10,000 journals and nearly 10 years (1996-2006)**. In addition we have obtained significant **publisher-provided COUNTER usage reports** that span nearly **2000 institutions** worldwide. The data is being ingested into a combination of relational and semantic web databases, the latter of which is now estimated to result in nearly **10 billion semantic statements** (triples). MESUR is now producing large-scale, longitudinal maps of the scholarly community and a survey of more than 60 different metrics of scholarly impact.*

removing barriers

`.. technology is unleashing a capacity for speaking that before *was suppressed by economic constraint*. Now people can speak in lots of ways they never before could have, because the economic opportunity was denied to them'

Mother Jones Magazine (website)

Interview with Lawrence Lessig: Stanford Law School Professor, Creative Commons Chair

June 29, 2007

http://www.motherjones.com/interview/2007/07/lawrence_lessig.html

the rise of the 'Pro-Am'

Charles Leadbeater

Think tank Demos

Passionate amateurs, using new tools, are creating products and paradigms that companies can't.

<http://www.ted.com/index.php/talks/view/id/63>

the rise of the 'Pro-Am'

Creativity is not about 'special people'

Most creativity is **collaborative**

Create a **platform** for people to share

Big new ideas don't generally come from big organisations. Their culture has an inbuilt tendency to try to re-inforce past success

Intelligent closed organisations will move toward being open

Complete corruption of the ideas of patent and copyright

<http://www.ted.com/index.php/talks/view/id/63>

user generated content

user generated content

- everyone (can) become a publisher
- blogs, wikis, podcasts, video
- encyclopaedias, (wiki) books
- tagging, reviews, ratings

Technology offers the opportunity to revive the old *read/write* culture. It is amateur but not amateurish culture.

Remix --it's not piracy --its *re* creating to make something different. **This is a literacy for this generation**



Larry Lessig: How creativity is being strangled by the law.
<http://www.ted.com/talks/view/id/187>

A Siren Song?



'often-anarchic world of the Internet'
'tide of credulity and misinformation" eroding
traditional 'respect for authenticity and
expertise in all scholarly, research, and
educational endeavors'

'a world in which everyone is an expert in **a
world devoid of expertise'**

Michael Gorman - June 18th, 2007 - (Web 2.0 Forum)

<http://blogs.britannica.com/blog/main/2007/06/the-siren-song-of-the-internet-part-i/>

Google is white bread for the mind

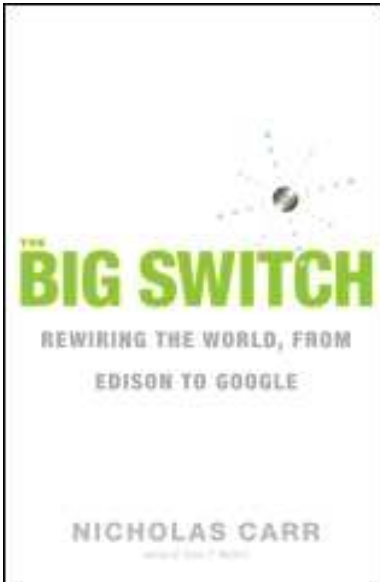
*inaugural lecture from Professor Tara Brabazon
07.01.2008*

Some provocations from a mediated age

*Wikipedia and user-generated content are creating **an age of banality and mediocrity** by providing consensual information and stifling debate. Students must be trained to be dynamic and critical thinkers rather than drifting to the first site returned through Google.....universities must teach students to question, argue, debate and challenge, rather than accept the 'facts' from Wikipedia or the rankings of Google.*

<http://www.brighton.ac.uk/news/2008/080107googleiswhitebread.php?PageId=810>





*'As user generated content continues to be commercialised, it seems **the largest threat** posed won't be to big corporations but **to** individual professionals—to the journalists, editors ...researchers ...**librarians** and other information workers who can be replaced by....people not on the payroll'*

challenges to copyright

Wednesday June 29, 2005

“Patents and copyrights, have always been aimed at **finding a balance** - as the Harvard professor Lawrence Lessig puts it - "between rewarding creativity and allowing the borrowing from which new creativity springs". That's why terms of copyright eventually elapse; in the original US Constitution, they elapsed after just 17 years. Under Thomas Jefferson's original standard, it would no longer be illegal to download, for example, Madonna's 1986 album True Blue.”

creativity is being strangled by the law

Copyright law has not responded with common sense as it had to do in the past . For example, (in the USA) legally it was trespass to fly over someone's property. Air travel made that 'absurd'. So the law was changed.

Artists can choose the kind of re-use their work enables. That is what Creative Commons is about

We live life *against* the law in a new age of prohibitions --this is dangerous.



Larry Lessig: How creativity is being strangled by the law.
<http://www.ted.com/talks/view/id/187>



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'Lynne's focus is particularly on copyright and the implications of new technologies in the digital environment'

Dame Lynne Brindley

Chief Executive of the British Library

Lynne's focus is particularly on copyright and the implications of new technologies in the digital environment. She is currently a member of the EC i2010 High Level Group which looks at the development of policy on IP and copyright and public/private sector partnerships for digital activity.

Her substantial IP/ copyright experience spans public, private and academic sectors. Lynne has advised DCMS Ministers on the relationship between culture and the creative industries and the implications on IP.



all this is affecting business models

'Convinced that changes in the industry and the spread of digital piracy have made it ever more difficult to make money from selling records, the Crimea plan to **turn the economics on their head** by giving away downloads of their self-financed second album, Secret of the Witching Hour'.

Owen Gibson, media correspondent
Monday April 30, 2007



Davey MacManus of the Crimea. Photograph: Gareth Davies/Getty

Guardian
Unlimited

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you decide what to pay....

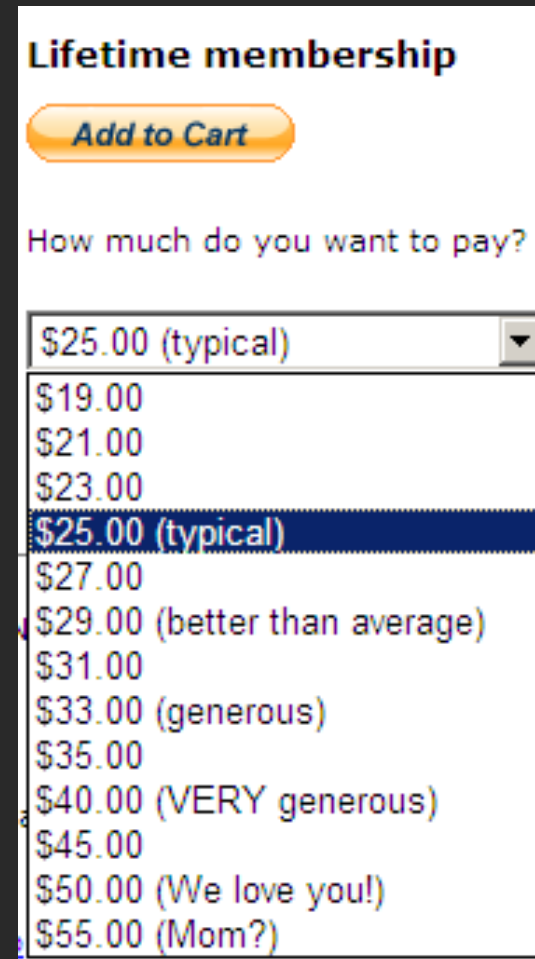


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- \$21.00
- \$23.00
- \$25.00 (typical)**
- \$27.00
- \$29.00 (better than average)
- \$31.00
- \$33.00 (generous)
- \$35.00
- \$40.00 (VERY generous)
- \$45.00
- \$50.00 (We love you!)
- \$55.00 (Mom?)



where might this go?

[Contest Overview](#) [Sample Apps](#) [Contest Details](#) [Contest Rules](#) [Resources](#) [FAQ](#) [Judges](#)

ARTICLE^{2.0} CONTEST

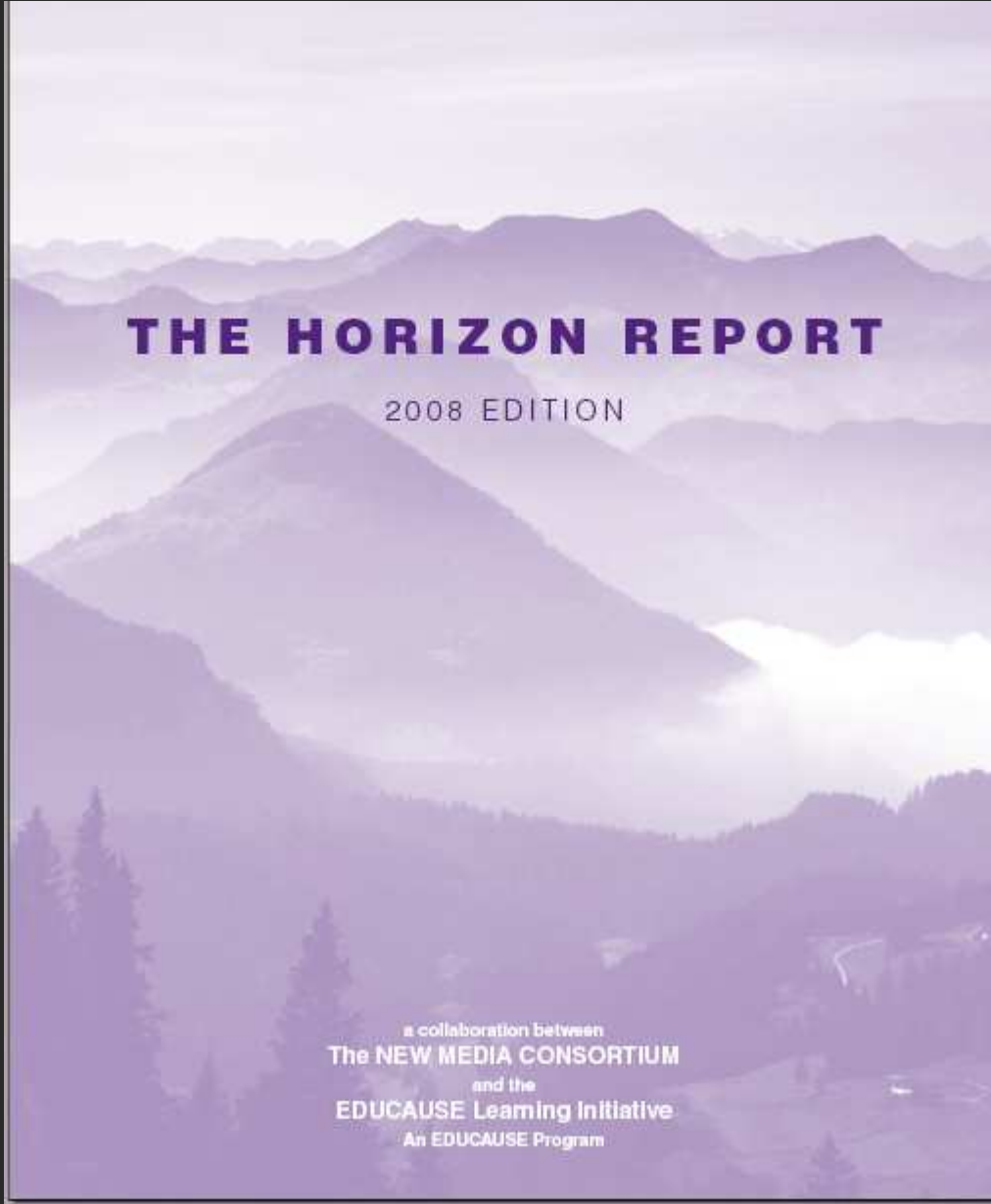
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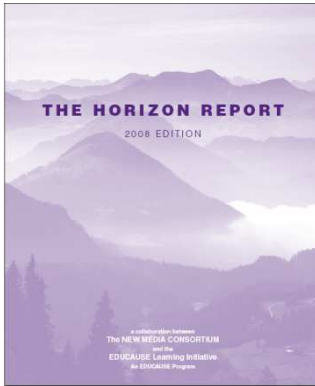
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Elsevier Labs is inviting creative individuals who have wanted the opportunity to view and work with journal article content on the web to enter the Elsevier Article 2.0 Contest. Each contestant will be provided online access to approximately 7,500 full-text XML articles from Elsevier journals, including the associated images, and the Elsevier Article 2.0 API to develop a unique yet useful web-based journal article rendering application.

**part two:
the impact in Higher
Education**



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| Trend | Time-to-adoption Horizon | Further resources at: - |
|--------------------------|---------------------------------|--|
| Grassroots Video | One year or less | del.icio.us/tag/hz08+video |
| Collaboration Webs | One year or less | del.icio.us/tag/hz08+virtualcollab |
| Mobile Broadband | Two to three years | del.icio.us/tag/hz08+mobile |
| Data Mashups | Two to three years | del.icio.us/tag/hz08+mashup |
| Collective Intelligence | Four to Five Years | del.icio.us/tag/hz08+collectiveintelligence |
| Social Operating Systems | Four to five years | del.icio.us/tag/hz08+socialos |

opening up learning resources:
making them free and available
for re-use

The Joint Information Systems Committee (JISC) and the Higher Education Academy (Academy) invites institutions, subject area consortia and individuals to submit funding proposals for projects to **release existing learning resources under a suitable license for open use and repurposing**

Academy/JISC Grant Funding 14/08
<http://www.jisc.ac.uk/fundingopportunities.aspx>
<http://www.heacademy.ac.uk/funding>



HEFCE/Academy/JISC Grant Funding 14/08

HEFCE/Academy/JISC Open Educational Resources Programme: Call for Projects

19 December 2008



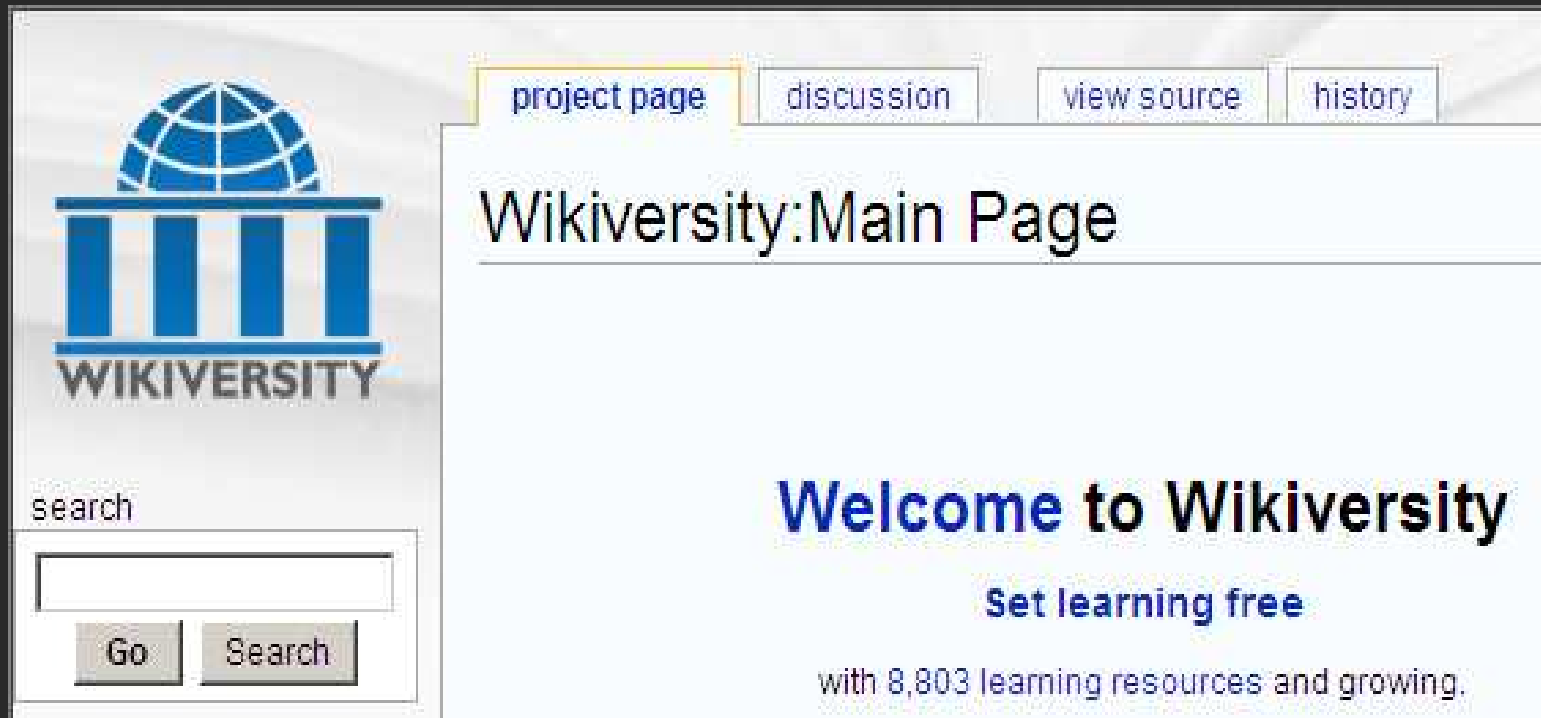
Sent To: Heads of Higher Education Institutions funded by the Higher Education Funding Council for England
Heads of Further Education Institutions in England that teach HE to more than 400 FTEs

Of Interest To: Pro Vice Chancellors for (e)Learning
Learning Resource Managers, Librarians and Archivists
Learning Technologists
Heads of e-Learning and ILT Managers
Academic Staff

Introduction

1. The Joint Information Systems Committee¹ (JISC) and the Higher Education Academy² (Academy) invites institutions, subject area consortia and individuals to submit funding proposals for projects to release existing learning resources under a suitable license for open use and repurposing.

set learning free?



'...we invite teachers, students, and researchers to join us in creating open educational resources and collaborative learning communities'

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Open Learning

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Welcome to OpenLearn - now anyone can access free online learning with The Open University.

OpenLearners say...

“

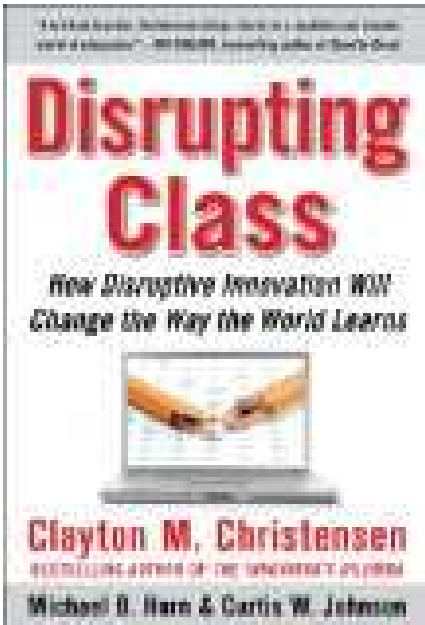
It's very necessary to be good in English for my job. OpenLearn supplies me with a lot of knowledge, helps me improve my language skills and prepares me for taking a higher degree one day.

Bao Thi Tran, Vietnam

”

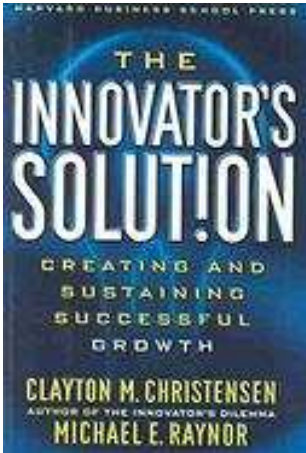
MIT OPEN COURSEWARE
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a time of innovation and
disruption



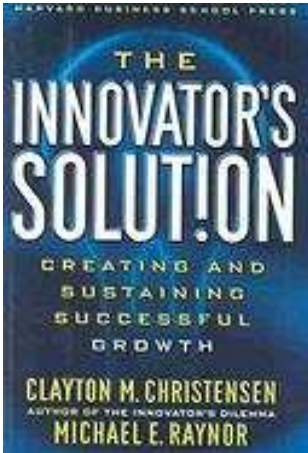
DISRUPTING CLASS

How Disruptive Innovation Will
Change the Way the World Learns



'disruptive innovation' -- characteristics

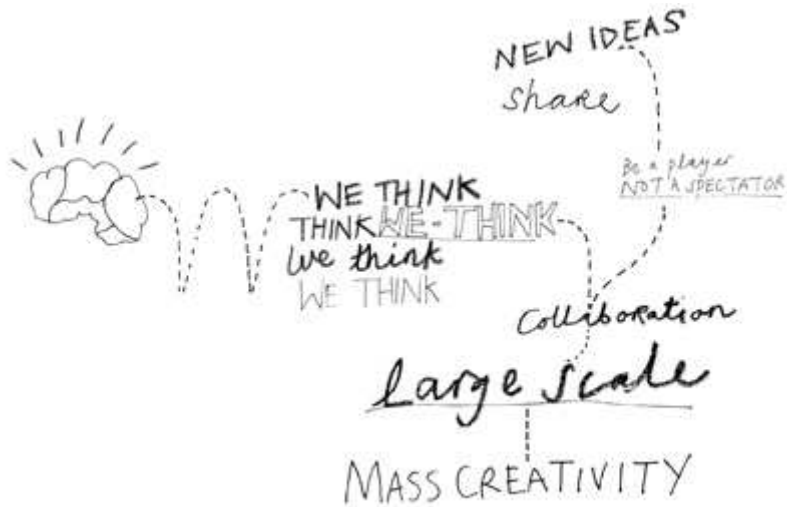
- not about better products to *established* customers
- not as good as current products
- ..but simpler, more convenient, less expensive, to *less demanding* customers
- **entrant companies can win**



as opposed to.....'sustaining innovation'

- targets demanding high end customers
- better performance
- incremental—year on year
- some innovations are breakthrough leapfrog-beyond-the-competition
- **established companies almost always win**

part three: the impact on libraries



disruption here too...

- '*We-Think* changes how we access and organise information and so is bound to disrupt libraries and librarians'
- 'The library of the future will be a platform for participation and collaboration with users increasingly sharing information amongst themselves as well as drawing on the library's resources'

Charles Leadbeater. 'We Think. The future is us' Profile Books Ltd. 2008

are our present systems failing us?

'We feel that **software companies have not designed Integrated Library Systems that meet the needs of academic libraries**, and we don't think those companies are likely to meet libraries' needs in the future by making incremental changes to their products. Consequently, academic libraries are devoting significant time and resources to try to overcome the inadequacies of the expensive ILS products they have purchased. **Frustrated with current systems, library users are abandoning the ILS** and thereby giving up access to the high quality scholarly resources libraries make available'



With support from The Andrew W. Mellon Foundation, the **Open Library Environment (OLE) Project** will convene the academic library community in the design of an Open Library Management System built on Service Oriented Architecture. The project leaders are a **multi-national group of libraries dedicated to thinking beyond the current model of an Integrated Library System and** to designing a new system that is flexible, customizable and able to meet the changing and complex needs of modern, dynamic academic libraries. The end product will be a design document to inform open source library system development efforts, to guide future library system implementations, and to influence current Integrated Library System vendor products

'conventional' libraries have competition

Google: c£5,000,000,000 revenues, over 1m digitised books

Amazon: 'we seek to be the earth's most customer centric company where customers can find and discover anything they want to buy online'

AbeBooks: >100 million titles, over 18,000 'branches'.

LibraryThing: over 300,000 members. Over 20m books catalogued. Over 150K works reviewed

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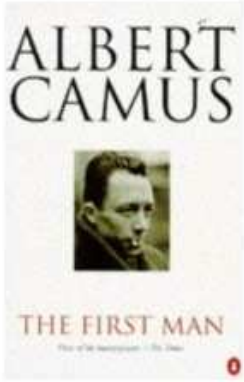
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The First Man

by **Albert Camus**

| Members | Reviews | Popularity | Average rating | Conversations |
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| 533 | 2 | 4,767 | ★★★★½ (3.61) | None |

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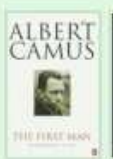

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LibraryThing recommendations

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| 3. Albert Camus: A Life by Olivier Todd | 8. Sartre : a life by Annie Cohen-Solal |
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(see all 20 covers)

Rating

Average: ★★★★★½ (3.61)

0.5

1 █ 1

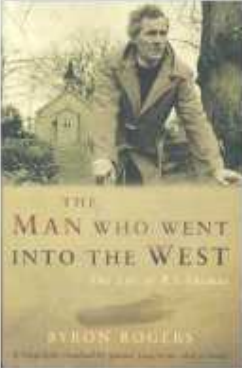
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About this book **The Man who Went into the West: The Life of R.S. Thomas** By Byron Rogers



By Byron Rogers
Published 2006
[Aurum](#)
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326 pages
ISBN:1845131460
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R S Thomas is accepted, along with Ted Hughes, Philip Larkin and Seamus Heaney, as one of the great post-war British poets. All his life, he was a minister in the Church of Wales, at a succession of increasingly remote country parishes. This is a hilarious story of this man's life, and that of his household.

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Reviews

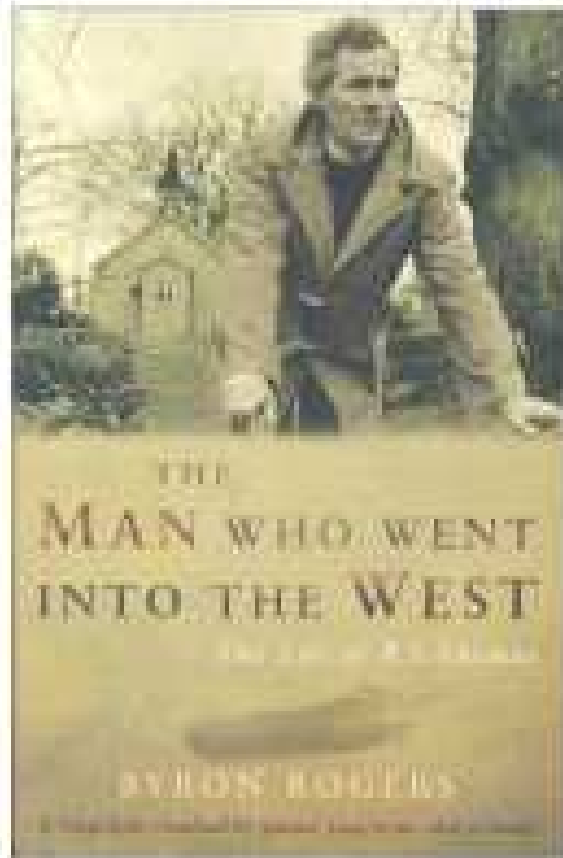
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The Man Who Went into the West: The Life of RS Thomas by Byron Rogers
336pp, Aurum, £16.99. RS Thomas's best poems combine stark language with subtle ...
[guardian.co.uk](#)

References from web pages

[Crooked Timber » » The man who went into the west](#)
... so I'm going to abandon a plan I had to write an extended post about Byron Rogers's *The Man who Went into the West: The Life of rs Thomas*
[crookedtimber.org/2007/09/03/the-man-who-went-into-the-west/](#)

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[The true prince of Wales | By genre | Guardian Unlimited Books](#)
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By Byron Rogers

Published 2006
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[Poets. Welsh](#)

326 pages

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Reviews

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guardian.co.uk

Saturday July 8, 2006

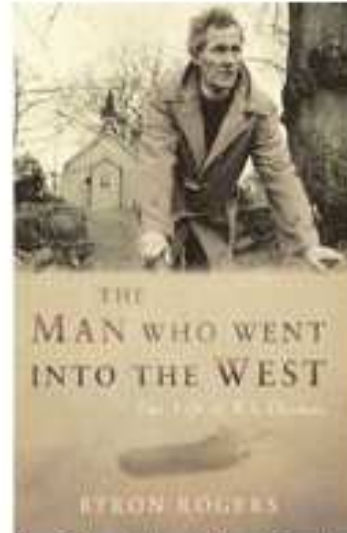
[The Guardian](#)

**The Man Who Went Into the West:
The Life of RS Thomas**

by Byron Rogers

336pp, Aurum, £16.99

RS Thomas's best poems combine stark language with subtle feeling. That much is self-evident. What's not so obvious is how this mixture reflects - and doesn't - the paradoxes in his personality. His son has branded Thomas's four volumes of autobiography "devious and imprecise", and the clarifications attempted by his first biographer, Justin Wintle, were given short shrift by the man himself. Maybe a less orthodox approach might solve the riddles? Byron Rogers certainly thinks so. His new *Life* opens with a rush of highly subjective personal and family reminiscence, and continues by preferring a relaxed, journalistic tone to anything more analytical or interrogative. Looked at from one angle, the result is a jumble: impressionistic, prone to repetition, confusing about precisely what happened when, and excessively self-referring. From another point of view, it is engagingly high-spirited and daring.



[Buy The Man Who Went
Into the West at the
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References from web pages

[Crooked Timber » » The man who went into the west](#)

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crookedtimber.org/2007/09/03/the-man-who-went-into-the-west/

[Exiled Preacher: The Man Who Went into the West](#)

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exiledpreacher.blogspot.com/2007/02/man-who-went-into-west.html

[The true prince of Wales | By genre | Guardian Unlimited Books](#)

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books.guardian.co.uk/reviews/biography/0,,1805256,00.html

[rs Thomas - Wikipedia, the free encyclopedia](#)



Manchester: Manchester up, 2003. ISBN 0-7190-6248-9; Rogers, Byron. *The Man Who Went Into The West, The Life of rs Thomas*. London: Aurum Press, 2006. ...

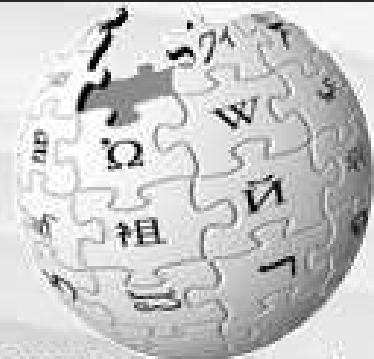
en.wikipedia.org/wiki/Ronald_Stuart_Thomas

[James Tait Black Memorial Prizes](#)

Cover of *The Man Who Went into the West: The Life Of rsThomas* *The Man Who Went into the West: The Life Of rsThomas* - Byron Rogers ...

www.ed.ac.uk/explore/people/jamestaitblack/shortlist.html

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R. S. Thomas

From Wikipedia, the free encyclopedia

(Redirected from [Ronald Stuart Thomas](#))

Ronald Stuart Thomas (29 March, 1913 – 25 September, 2000) (published as **R. S. Thomas**) was a [Welsh poet](#) and Anglican clergyman, noted for his nationalism, spirituality and deep dislike of the anglicisation of Wales. He was the best known Welsh poet of his day.

In 1955, [John Betjeman](#), in his introduction to the first collection of Thomas's poetry to be produced by a major publisher, *Song at the Year's Turning*, predicted that Thomas would be remembered long after Betjeman himself was forgotten.

Professor M. Wynn Thomas said: "He was the Aleksandr Solzhenitsyn of Wales because he was such a troubler of the Welsh conscience. He was one of the major English language and European poets of the 20th century."

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The man who went into the west : the life of R.S. Thomas

by [Byron Rogers](#)

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(not yet rated)

Type: Book; English

Publisher: London : Aurum, 2006.

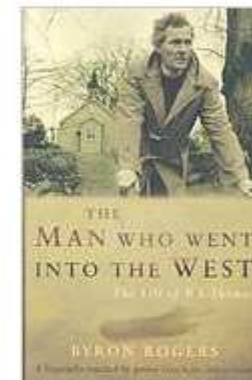
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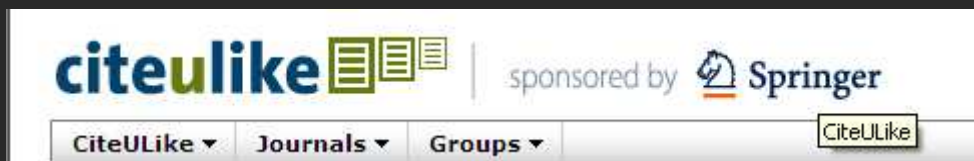
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more competition.....



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Saturday 30 August, 12:50

WorldCat Plugin

There's a new, very basic, plugin for [WorldCat](#)

Posted by [cijhall](#).

Search Groups

Groups are collections of users. They are useful for keeping track of everyone in a lab, or everyone in a particular academic department. You can browse the articles posted by the people in any group, and you can ask to join any group yourself. If you cannot find the group you are looking for, you can [create it](#).

Search Groups

Group Name or Description

Click [here](#) for a description of the search syntax.

Search Groups

We'd really like you to use the search function to find groups which might be of interest to you. If you really can't find what you are looking for this way, you can [browse the list of groups](#). There are lots of groups, so you might find it frustrating, though. Don't say you weren't warned.

those services are available
because of
aggregation..moving more
and more data to the
network level

Moving data to the network level

As library collections are increasingly shared, there may be significant advantages (in terms of both cost and efficiency) in **moving more acquisitions and licensing data and processes to the network level where they can be shared** among the ILS, ERM and repositories and with other libraries. Moreover, **libraries are finding their ILS acquisitions modules inadequate** for managing the acquisition of the newer parts of whole collections. There is already a clear need for the acquisitions of the three parts of the collection to be managed as a whole; moving data to the network, thereby enabling shared network services, is one solution.

'The Networked Library Service Layer: Sharing Data for More Effective Management and Co-operation', By Janifer Gatenby. Ariadne Issue 56

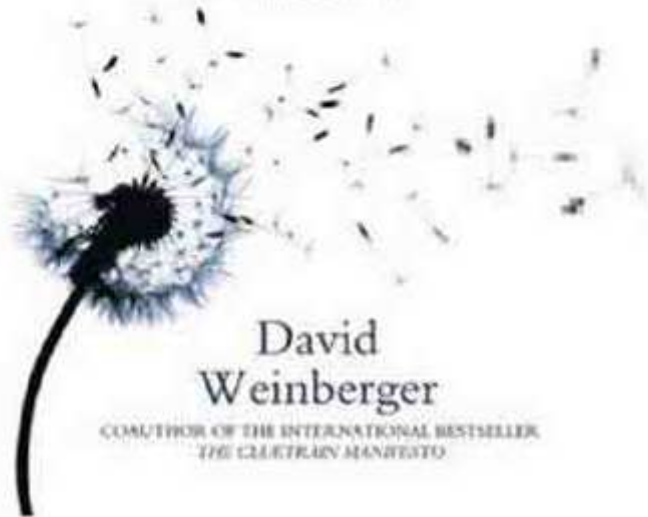
everywhere content is
increasingly *digital*

'.... once texts are digitised they take on a fascinating new attribute that economists call **'non-rival'**. Unlike a printed book, a digitised text can be used by countless people at the same time without interference (no need to look over a shoulder) or destruction (an e-text doesn't wear out) of the shared resource. In these terms an e-book is technically speaking a limitless resource. My use of a Project Gutenberg text does not rival your use. **The cost of producing and delivering each new 'copy' is also effectively zero.'**

Everything Is Miscellaneous

THE POWER OF THE
NEW DIGITAL DISORDER

"Perfectly placed to tell us what's really new
about the second-generation Web."
—*Los Angeles Times*

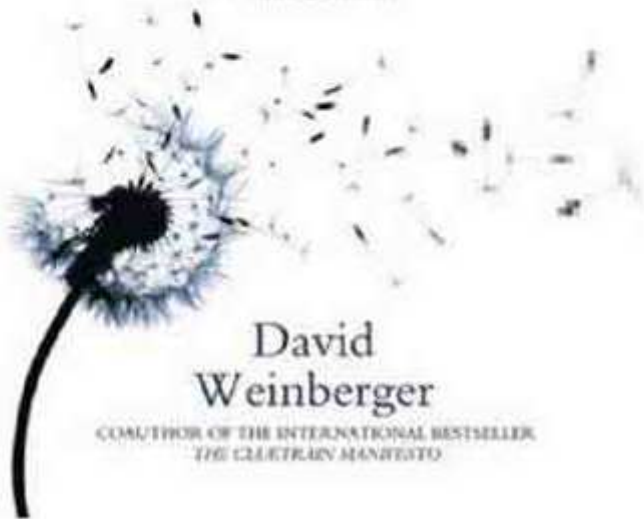


***Messiness** is a digital virtue, leading to new ideas, efficiency, and social knowledge; Authorities are less important than buddies.*

Everything Is Miscellaneous

THE POWER OF THE
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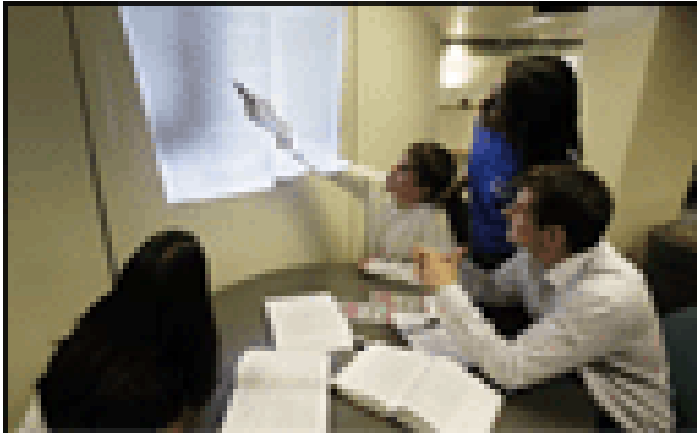


'Knowledge has been shackled to the physical. Now that the digitising of information is allowing us to go beyond the physical.....the shape of our knowledge is changing.' [P 71]

an increasing expectation
that (digital) content will be
freely available

'open access is a practical, efficient and sustainable model to unlock the potential of the web for disseminating the results of publicly funded research'





Libraries unleashed

JISC

as more universities adopt open-access policies, publicly-funded research is increasingly becoming freely available online

Martin Whitaker
EducationGuardian.co.uk

transitioning to a digital environment

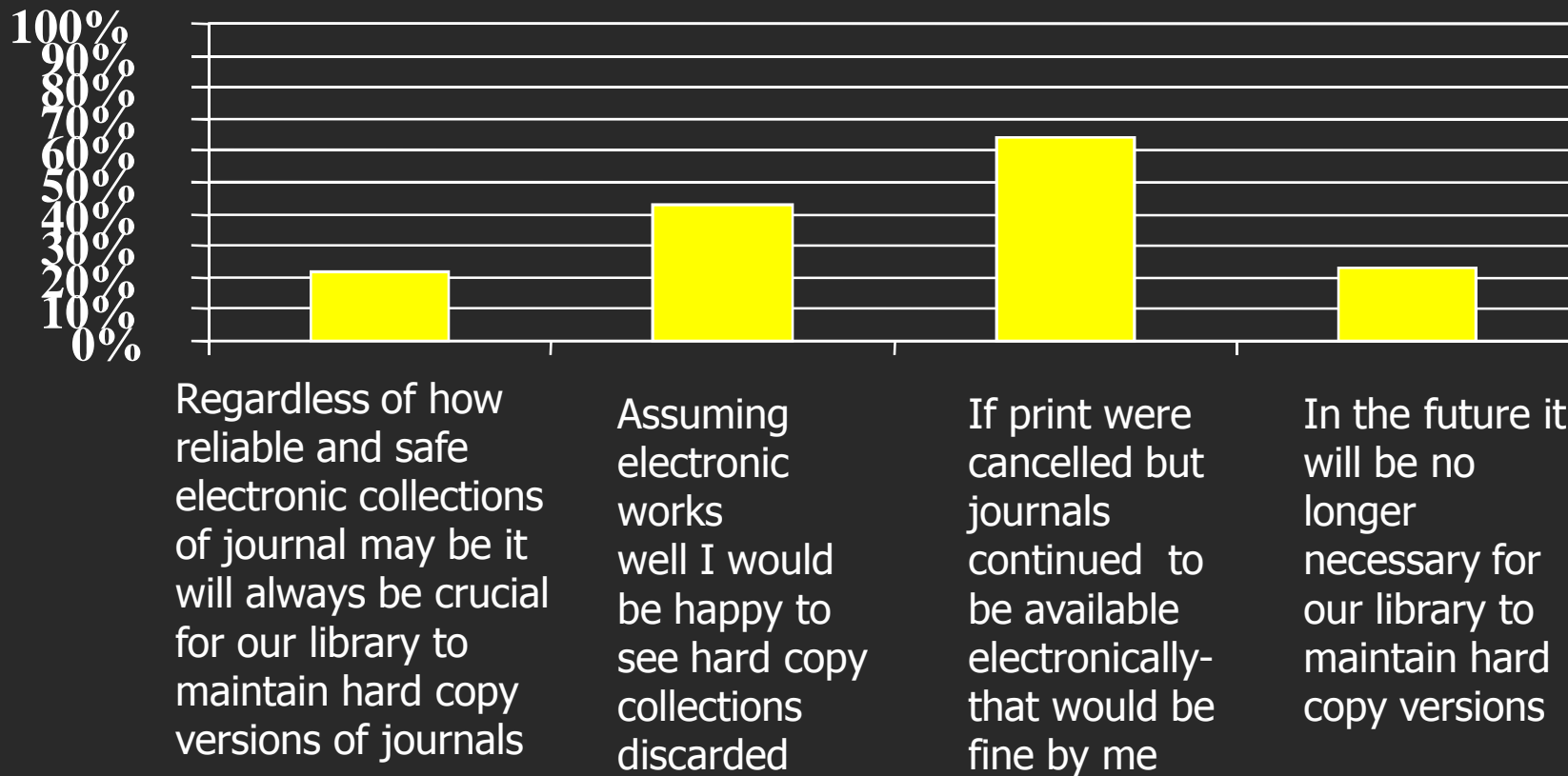
Ithaca research for CNI
Librarian Perceptions of the Function of the Academic Library: Summer-Fall 2006.
Kevin Guthrie, Roger C. Schonfeld. December 4, 2006

five functions are viewed as very important by more than 80% of respondents:?

- Maintaining a comprehensive electronic catalog of the library's collection.
- Purchasing/licensing electronic research resources and making them available to faculty and students.
- Being a starting point or gateway for locating scholarly information.
- Working with faculty to incorporate information resources into their lectures and curricula.
- Partnering with faculty to promote more efficient and effective use of electronic research resources

this is what (US only) collection development directors thought in 2006

Percent agreeing strongly with each statement

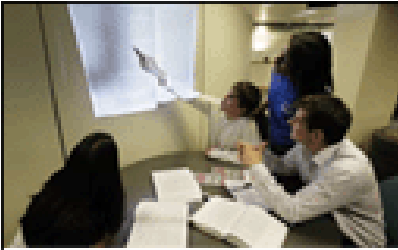


E-Books too...

E-books

- 'Online **reading lists with direct links to e-textbooks**, where contents laid out for the bouncing user are surely **a powerful cocktail**. Sure to result in students deserting the physical library space'.
- 'E-monographs might have a similar impact on humanities and social science scholars as e-journals had on their scientific colleagues'

'How users behave (and what libraries should do)'. David Nicholas. CIBER, UCL Centre for Publishing, School of Library, Archive and Information Studies University College London



Libraries unleashed

JISC

Despite initially being sneered at, the e-book is gaining popularity

.. in universities the e-book is catching on. The library at Staffordshire University was one of the first to recognise the potential of providing **core reading list materials electronically** and began introducing them six years ago. Today it has around 50,000 online textbooks and its collection is growing rapidly.

"It's been a phenomenal success," says David Parkes, the university's head of learning support. Reading from a computer screen is not an issue for students, he says. They tend to dip in for 10 or 15 minutes, find the information they are looking for and read it or print it off. They can access the material from home and the library has the advantage of cost saving.

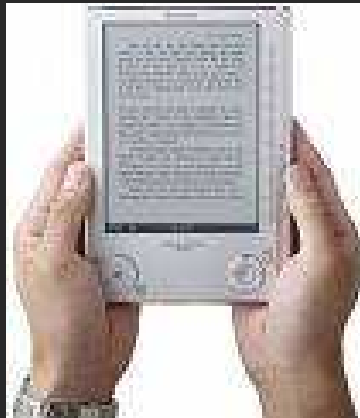
"Say you have one package of 20,000 books - that's a lot of books to look after; there's the re-shelving, cataloguing," says Parkes. "Just storing books costs £64 per square metre per year."

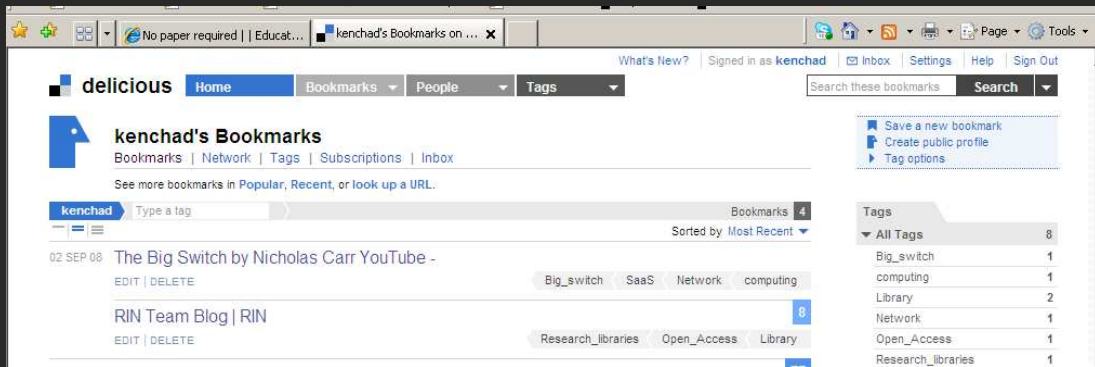
Martin Whitaker
EducationGuardian.co.uk

it's *my* library...so make it
personal...



...delivered to me where and
how I want..





my VLE?
(i.e. *not* the
university's....)



kenchadconsulting



Society of College, National and University Libraries

personalisation

There will be a continuing trend towards the personalisation of systems and services (to the individual and to communities of users). ...

user behaviours are changing

- Libraries have historically done well in adapting to the needs of the user.
- However, **there are now many competitors and the absence of a user based approach and user intelligence** beginning to tell.
- Threat from a combination of search engines, social network sites and publishers

How users behave (and what libraries should do)'. David Nicholas. CIBER, UCL Centre for Publishing, School of Library, Archive and Information Studies University College London. (Presented at Sustaining the Digital Library Symposium. Edinburgh University 2007)

Part 4

the impact on librarians



when we change the way we
communicate we change society

'..when a profession has been created as a result of some scarcity, as with **librarians** or television programmers, the professionals are often the last ones to see it when that scarcity goes away. It is easier to understand that you **face** competition than **obsolescence**'

Web 2.0

Where will it take libraries?



Michael Stephens
Librarian, Blogger

Into a new world of librarianship

Sharpen these skills for Librarian 2.0

One of the principles I would add to the Library 2.0 meme is that "the Library is human" because it makes the library a social and emotionally engaging center for learning and experience. Librarian 2.0, then, is the "strategy guide" for helping users find information, gather knowledge and create content. The most important traits of Librarian 2.0 include:

Librarians 2.0 plans for their users This librarian bases all planning and proposals for services, materials and outreach on user needs and wants. User-centered libraries breakdown barriers and allow users access wherever they are: home, work, commuting, school, or at the library. This involves users from the get go in planning and launching services based on their needs. This librarian asks what new technologies or new materials users need. This librarian proposes building projects and involves users in designing those places. This librarian does not create policies and procedures that impede users' access to the library. This librarian tells users how resources and funds will be expended. Decisions and plans are discussed in open forums and comments are answered. This makes the library transparent.



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attitudes



'The single most important technology of L2 in my mind is the Weblog. On so many levels it takes the library out to the users - if used correctly. For example, blogging library events, plans and materials, if done honestly, breeds **an open, transparent environment. It makes the library human.** I wrote this in my Library technology Report on Web 2.0: "It's important to remember the key benefit: a group of people writing about the news and events of the library lends a human voice to the organization. With comments enabled, conversation creates **a sense of community. We're working at this ... together...**" That really resonates with me'

Michael Stephens - Future of Librarians Interview
<http://www.degreetutor.com/library/librarians-online/michael-stephens>

attitudes



'Tech is a tool. Your library will not be cool if you outfit every librarian with a Palm pilot if they don't know how to use them, don't care or don't get what it means for service. **Too many times we throw money at a problem for a technology solution and then get bound up in the fine details and overthinking.** That planning should have been done first! We are in a position to ease up and explore relatively low cost technologies and adopt those 2.0 attitudes. To me, that's **letting go of that micro-management control some librarians use and letting librarians dream, innovate and plan without red tape,** endless meetings and barriers disguised as "baby steps."

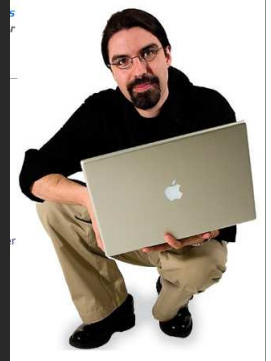
Michael Stephens - Future of Librarians Interview
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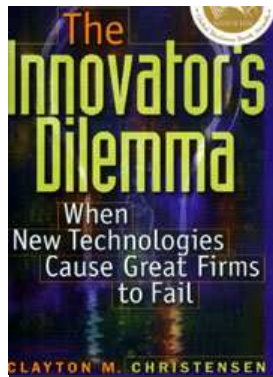
attitudes

What are the greatest challenges?

Institutional inertia comes to mind. a lack of focus on trends and the future. An attitude of "we've always done it that way." Those things don't fly today. **I think the greatest challenge does come from within. I worry that those libraries that move so slow in adapting to shifts in society and culture will never be as great as they can be.** Telling our story is important. proving the worth of the building, the online presence and the people who make it all happen is important t....Watch what's happening in business. Look at the power of the blogosphere. The libraries that embrace the ideas and attitudes will overcome the challenges of budget, limitations of space and mindset.

Michael Stephens - Future of Librarians Interview
<http://www.degreetutor.com/library/librarians-online/michael-stephens>





attitudes

his mode of exploratory development; it is better to have a year's worth of experience, regardless of the success of this experience, than to spend that year producing a comprehensive plan of action. Most of today's library managers learned how to manage during the transition from paper to automated libraries. This transition involved sustaining technologies where planning mattered. **The lessons it taught will not apply in the transition to the disruptive technologies of the electronic library'**

Lewis, David W. "The Innovator's Dilemma: Disruptive Change and Academic Libraries." *Library Administration & Management* 18(2):68-74 Spring 2004

skills

Acquisition and cataloguingIngest and Metadata
Static service desks.....Helpdesk and Rovers
Collection development.....Procurement
Subject librarian becomes.....Support of learning and research, kitemarking
Archival skills peripheral.....Archival skills central
Systems librarians.....Software and Web 2.0 developers
Preservation of print.....Digital preservation and data curation

Adapted from 'Re-skilling the Library'. By Sheila Cannell. Director of Library Services. University of Edinburgh. (Presented at Sustaining the Digital Library Symposium. Edinburgh University 2007). <http://www.lib.ed.ac.uk/lib/presentations/sympo07/Cannell.ppt>

how to invest..

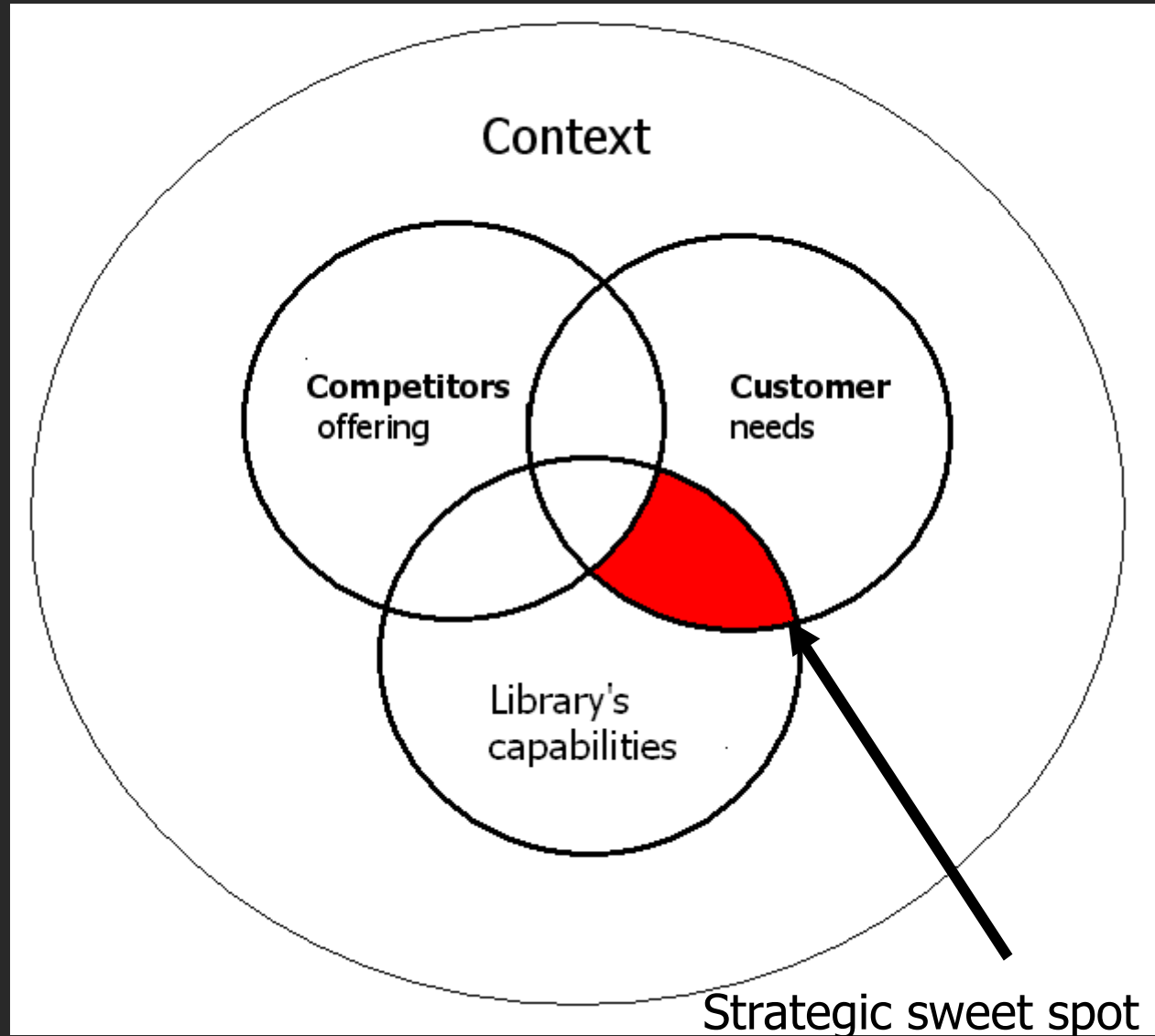
‘Libraries therefore need to invest with caution but not complacency. Whilst it is clear that the library ‘function’ has continuing and growing value based upon a basic human motivation (Google after all is a company with a self declared ‘library. mission) **it is not clear what role ‘conventional’ libraries will play.** Librarians themselves have to face a major challenge and tread a careful line between securing a good return on investment and more **imaginative leaps** to ensure accessibility and relevance to their user community

Library Management Systems. Investing wisely in a period of disruptive change. Briefing paper by Ken Chad. JISC SCONUL. April 2008

where to invest

- Avoid a (costly) LMS procurement process
- 'Sweat the assets' to get more value from the existing LMS investment
- Make the LMS interoperate more effectively with other systems
- Look at ways to save costs and improve services by adding features around the core LMS
- Explore consortia working and shared services
- Keep a watch on Open Source LMS developments but don't invest yet
- Liberate library metadata for re-use
- Use clickstream and context data to improve services such as search
- Implement vertical search

where should we focus to get the best return?



Adapted from: 'Can you say what your strategy is'. By David J Collis and Michael G Rukstad. Harvard Business Review. April 2008

summary

- The information environment really has changed and become far more **competitive** for libraries
- user behaviour and expectations have changed and **continue to change**
- digital makes a **profound** difference
- to succeed in this **disruptive** environment requires **new attitudes and new skills**

where's that disruptive curved ball coming from?



'Smooth curve #1.' By theothermattm. <http://www.flickr.com/photos/theothermattm/2748026862/>



We—can--do—it !!

in a few year's time....

University of Leicester

'Digital Library Strategy'

30^h January 2009



Ken Chad

Director

Ken Chad Consulting Ltd

ken@kenchadconsulting.com

Te: +44 (0)7788 727 845

www.kenchadconsulting.com

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