

Liaison Futures

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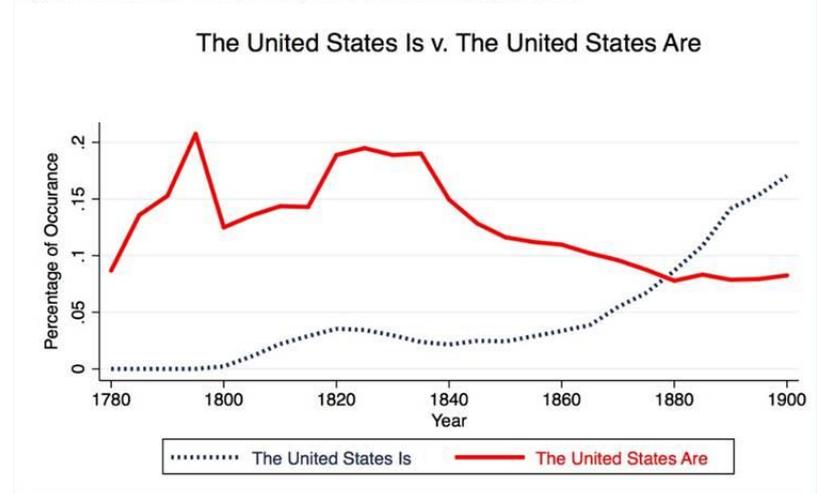
Game Changers

- Economic and digital realities
- Global engagement
- Collaborative imperative
- 21st century information professionals

Economic and Digital Realities

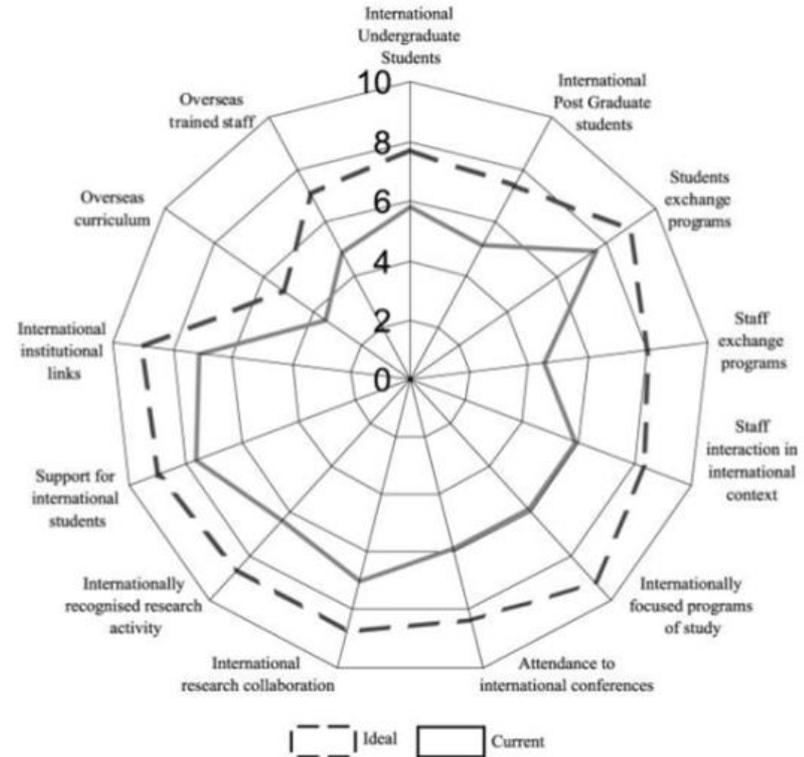
- Academy under financial scrutiny
- Inevitability of digital knowledge ecosystem
- Changing nature of research, teaching, and learning

Digital Humanities Amicus Brief, Authors Guild v. Google Books



Global Engagement

- Universities as global entities
- International campuses and programs
- Internationalizing the student experience
- Research on a global scale



Elkin et al, "Visualising the 'Internationalisation' of Universities," *International Journal of Educational Management* 19.4 (2005)

Collaborative Imperative

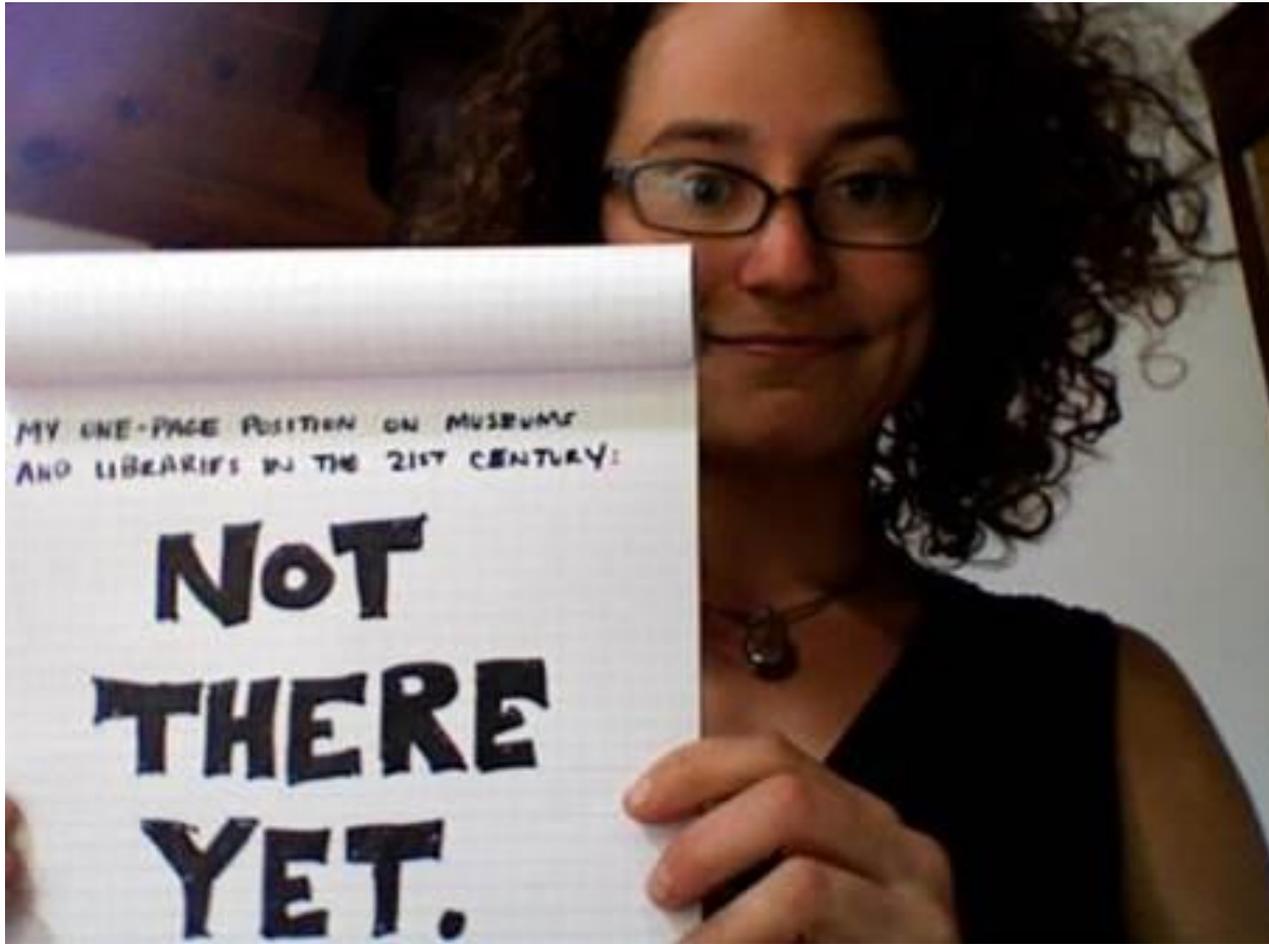
- Nodes in worldwide network
- Interdependence
- Operating at scale



Basic Challenge

In an age where some members of the academy question the value and expense of a library or maintain antiquated notions of what a library does, it is our challenge to make them expect more and to deliver the expertise, services, and resources that will be differentiators in academic success.

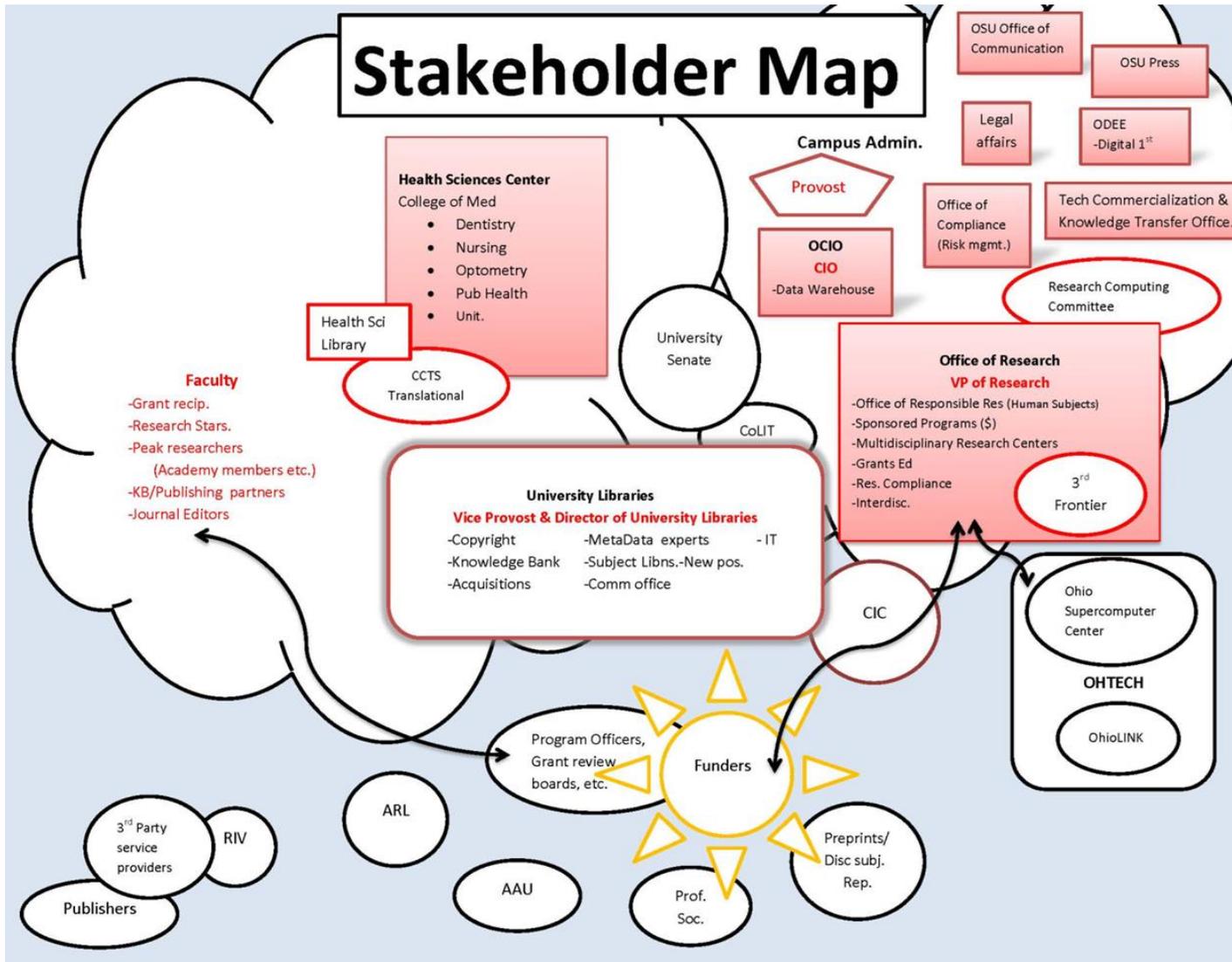
21st Century Information Professional



Inadequacy of Current Approach

- Program stasis
- Turf issues
- Inside out
- Communication challenges

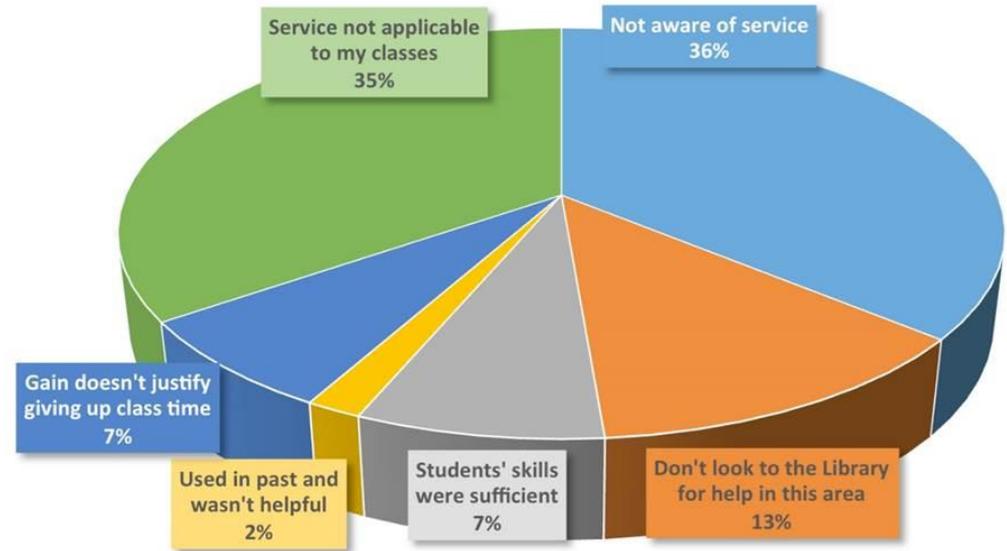
Outside In



Karla Hahn, "Stakeholder Map," presentation at 2013 ARL Fall Forum

The Last Mile

- Weakest link in communication chain
- Effectively reaching faculty and students
- Example: information literacy offerings



Faculty Survey, Cornell University, 2015

Strategies for Moving Forward

- Focus on university indicators
- Partner on campus
- Develop intervention strategies
- Scale labor-intensive efforts
- Quantify goals and progress
- Build iteratively
- Align with academic goals and success measures
- Move beyond the institution

Focus on University Indicators

- Increasing university reliance on productivity and impact measures
 - Impact factors, *h*-index
 - Academic Analytics, IPES, AAUDE
 - University dashboards
- What are these indicators suggesting about library involvement?



INTEGRATED POSTSECONDARY EDUCATION DATA SYSTEM

Partner on Campus

To understand key trends, administrative structures, policies, and compliance requirements from university viewpoint

- Office of Institutional Research and Planning
- Sponsored Programs
- Division of Research
- Patents and Inventions
- Center for Teaching Excellence, Academic Technologies
- International Affairs

Develop Intervention Strategies

- Knowing *when* to do something is as important as knowing *what* to do
- Identify points of pain and need
- Example: *Engaging international students*



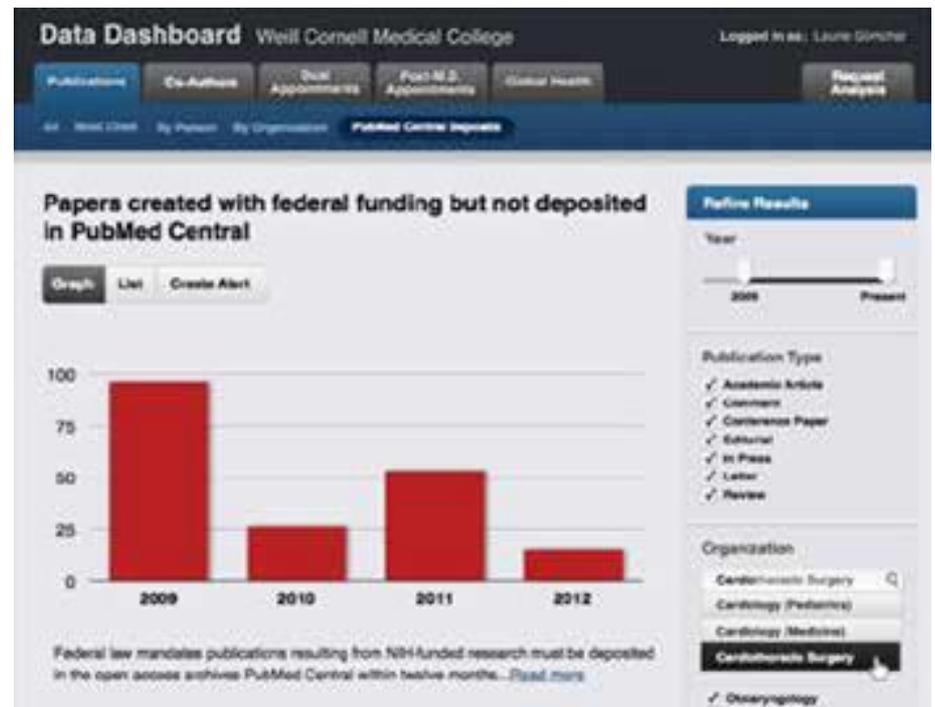
Scale Labor-Intensive Efforts

- Moving from one-offs to impacts at the department or disciplinary level
- Utilizing online tools and templates
- Mining data to target specific actions
- Example: data management plans



Quantify Goals and Progress

- Track liaison activity as baseline
- Focus on outputs not inputs
- Monitor and measure university requirements
- Example: NIH mandate on public access



Screenshot courtesy of Paul Albert, Project Manager, VIVO, Weill Cornell Medical Library

Build Iteratively

- Identify goals
- Determine enabling prerequisites
 - e.g., mapping liaisons to academic departments, institutional repository, monitoring tools
- Develop measurements and yardsticks
- Align action with goals
- Define “success”

Align Action with Academic Goals and Success Measures

Goal	Base Level	Good	Better	Measures of Success
IR preserves and makes accessible faculty output	Publicize IR; Identify benefits; Automate ingest	Support faculty in deposit; Work with departments to agree on full departmental participation	Focus on demonstrating value to faculty who submit to IR; promote ORCID ids	Upward trend in <ul style="list-style-type: none"> Number and percentage deposit by faculty Use figures by faculty and others Faculty referrals
OA publishing increases faculty visibility and reduces barriers to knowledge	Raise awareness about constraints of current publishing model	Provide license templates and funds for author fees	Identify high quality OA journals in particular disciplines; Mine data on use and impact factors; Support OA publishing on campus	Upward trend in <ul style="list-style-type: none"> Number of faculty using CC license addendum Number of faculty shifting to OA journals Faculty OA resolution passed
Global engagement expands	Ensure access to library's collections while abroad and orient international students	Arrange access to collections and services at foreign libraries; utilize social media of international students	Create network of shared experts without borders	Upward trend in <ul style="list-style-type: none"> Faculty consulting with library in planning stages of trip Formal institutional partnerships include library issues Students rely on research support services in study abroad programs
Research funding competitiveness increases	Identify grant opportunities; Characterize previous published research online and in print	Assist in data management planning; Compile literature review section; Ensure deposit compliance	Serve as co-PIs or members of research team; Connect faculty across disciplinary lines; systematic reviews	Upward trend in <ul style="list-style-type: none"> Number of grants submitted Success rate Funds received
Access to scholarly content improves research and teaching	Build collections to support faculty needs; Enable robust borrowing programs	Respond quickly to faculty requests and new programs; Negotiate broad use rights in licensed material	Harvest and preserve web-based resources; Support digitization of personal collections; Extend access to recent alumni	Faculty/student recruitment enhanced by library collections; New forms of scholarship and teaching enabled; clinical care improves

Institutional Capacity Building: Roles and Capabilities

	Early Stage	Established	High Capacity
Communication	DH projects are mostly ad hoc and at a grassroots level. No IT or library personnel are dedicated to DH projects, but interested partners begin to emerge.	Key players begin to be identified, namely technical experts and curricular and pedagogical champions. Additionally, there is commitment from IT and library for storage and preservation.	A formal DH or digital scholarship center/program is established, with dedicated faculty and staff for software development, hosting, and long-term preservation of projects. The DH program is a model for IT-library-faculty (intercampus) collaboration.
Outreach	There is informal curricular infusion of DH concepts, but it is often isolated and without coordination. A few instructors begin to incorporate DH methods and hands-on projects into their courses.	Courses appear with DH or digital scholarship in their titles/descriptions.	There is broad curricular buy-in across multiple disciplines; formal credentialing, certificate, or degree programs are offered.
Education and Training	Individuals begin to form support groups and share ideas around DH. However, formal lines of communication are lacking, as is campus awareness of DH events and meetings.	Formal user groups meet to share knowledge and experience; workshops and professional opportunities are promoted through formal communication channels. Additionally, collaborative partnerships are formed between departments and campus units to support DH.	Collaborative partnerships offer student assistantships and fellowships, and original contributions are produced with high grant-award capacity.
Recognition	A few faculty emerge as potential content innovators, but there is no formal recognition of their efforts; digital humanities may not be considered in promotion and tenure decisions.	There is support for generating new forms of DH scholarship, and digital humanities is considered in promotion and tenure decisions.	The institution recruits top DH scholars and formally recognizes DH scholarship in its promotion and tenure decisions.

Move Beyond the Institution

- Collaborative program development
- Shared core understanding, set of practices, integrative development of liaison model across institutions
- This meeting is an opportunity to engage these issues

Conclusion

- What does the library do that promotes academic productivity?
- How does our engagement improve the lives of faculty, students, and others?
- Is it the most effective and efficient way to achieve that end?
- How do we shift from defining 21st c research libraries to implementing 21st c research universities?