



LYRASIS

Leaders Forum #5

Portland

by Robert Miller
CEO LYRASIS



When asked how he scored so many goals, *Wayne Gretzsky* allegedly said, **I skate to where the puck is going to be, not where it is.**



Planning is bringing the future into the present so that you can do something about it now.
Alan Lakein



If we could first know where we are, and whither we are tending, we could better judge what to do, and how to do it.
Abraham Lincoln




**Sustainable and Disruptive
Innovation**

Sustaining innovation seeks to improve existing products. It does not create new markets or values, but rather extends/expands existing ones.

Example:



Disruptive innovation means to reinvent a technology, business model, or simply invent it all together. Disruptive innovation generates new markets and values, in order to disrupt existing ones.

Examples:



The “innovator’s dilemma” is the tough choice any institution faces when it has to choose between holding onto an existing market/community by doing the same, yet slightly better (**sustaining innovation**), or capturing new markets/communities by embracing new technologies and adopting new business models (**disruptive innovation**).

Sustaining:

Next Year’s Model

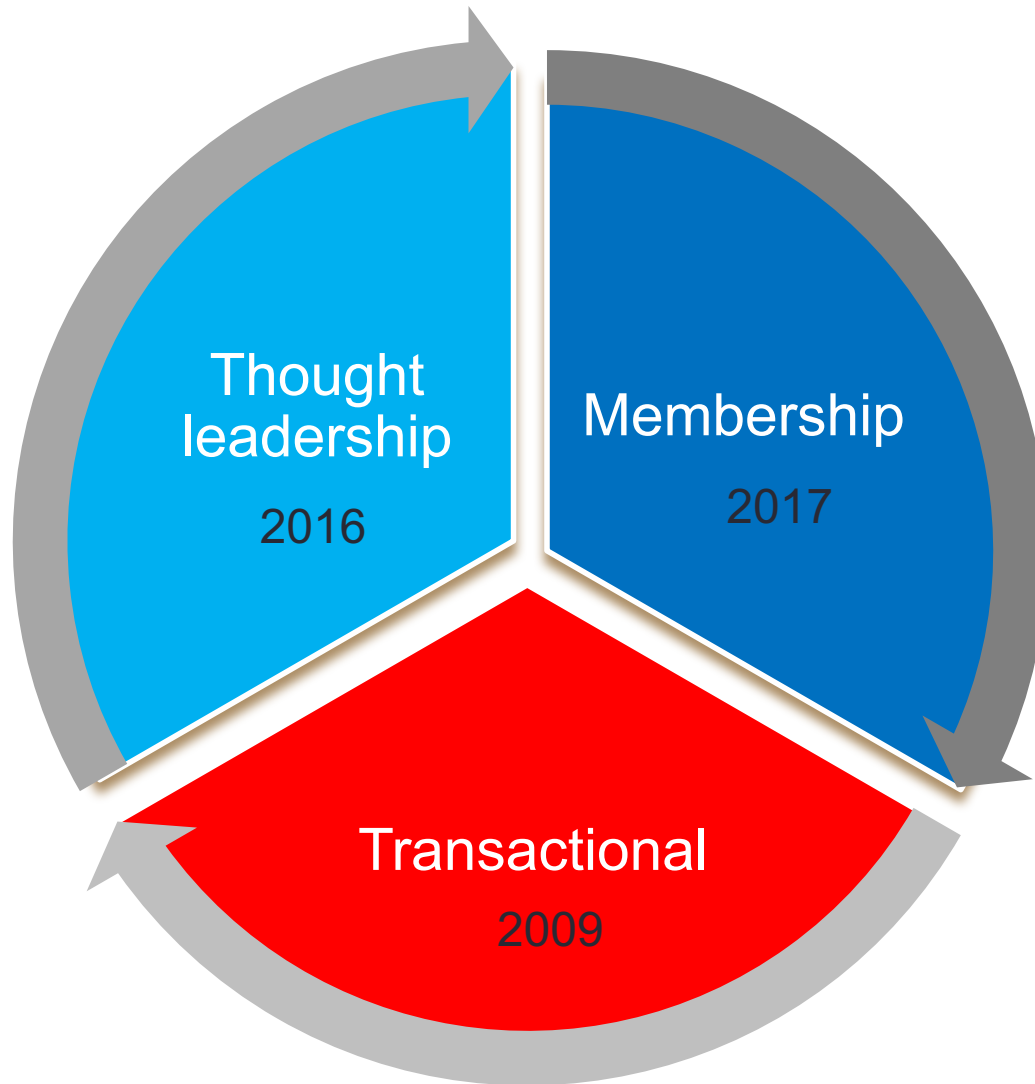


or

Disruptive:

App Based Car Service





Our roots go back to 1936



Short | Intermediate | Long-term

- **Technology**
 - Speed of change.
 - Demands of users.
- **Services: Insource vs. outsource**
 - Make or buy decision.
 - Measuring alternatives- quantitative methods and qualitative elements?
- **Staff: Specialized vs. generalist**
 - Depth of knowledge vs. broad skillset spectrum.
- **Partnerships: Leveraging connections**
 - For-profit, non-profit, government.
- **Measuring Value**
 - How to measure value of change!
 - Where to invest?
 - Test/Try

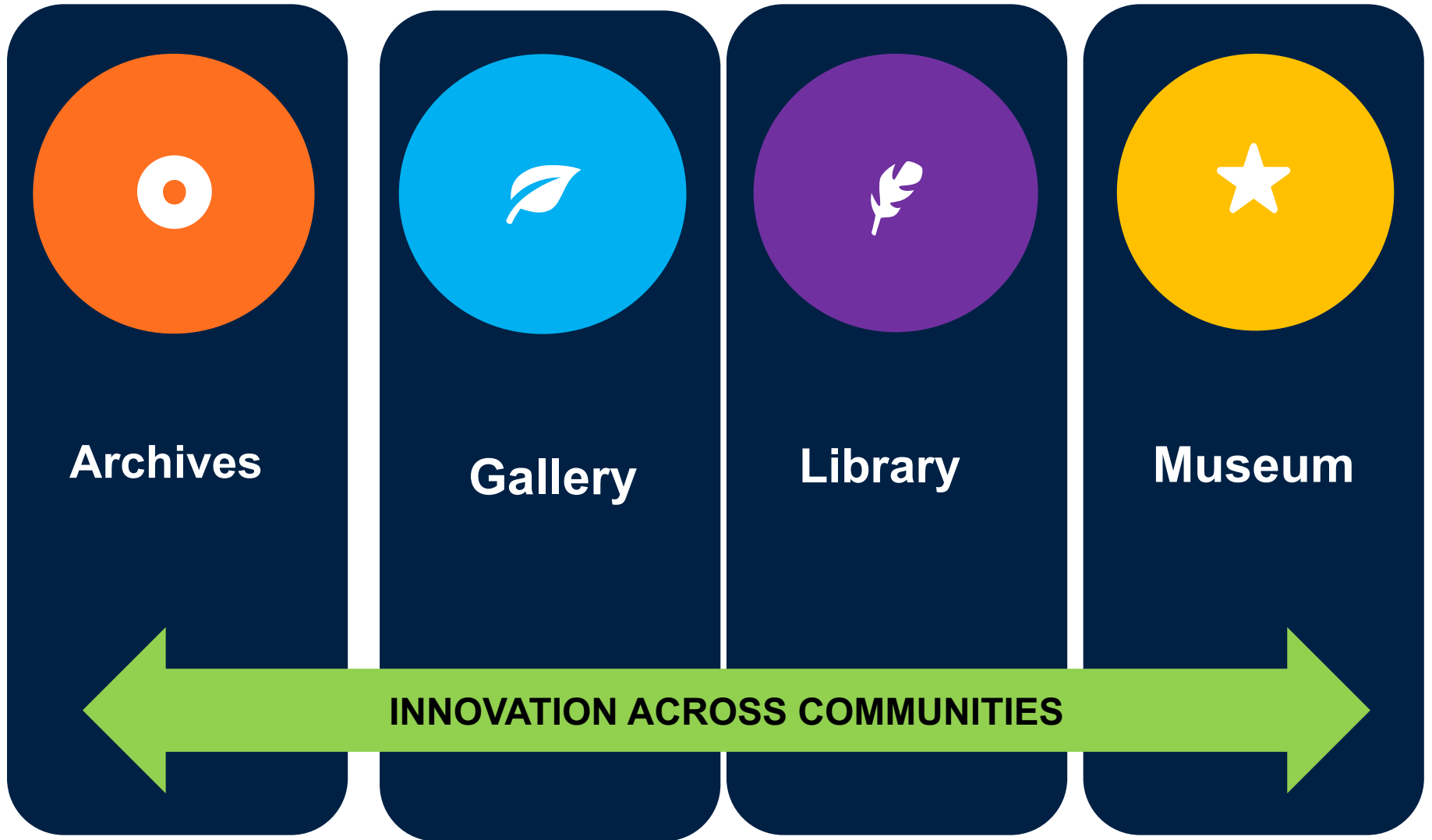
We can navigate the ‘inventor’s dilemma’ by positioning Our Members to Punch Above their Weight



Leaders Forums

**Catalyst Fund
CEO's Choice**

Annual Summit





- **Insource vs. outsource**
 - Make or buy decision.
 - Measuring alternatives-quantitative methods and qualitative elements?
- **Specialized vs. generalist**
 - Depth of knowledge vs. broad skillset spectrum.
- **Leveraging partnerships**
 - For-profit, non-profit, government.
- **Value model**
 - How to measure value of change!

The LYRASIS Leaders Circle is a diverse group of knowledgeable professionals working together in a highly collaborative and results-focused environment to discuss challenges and design and foster real-world solutions within our community.



LYRASIS hosted 17 Leaders Forums, regional in-person meetings that...

- pulled together a diverse cross section of thought leaders,
- discussed, dissected and focused on cross-functional challenges
- explored opportunities
- set the stage for ideation, exploration and creation

A dark, blurred background image of a laptop keyboard, with the keys appearing as soft, out-of-focus shapes in shades of grey and black.

Leaders Forums

What? LYRASIS created the \$100,000 Catalyst Fund to help us all punch above our weight and to fill in the funding gap identified by the Leaders Circle.

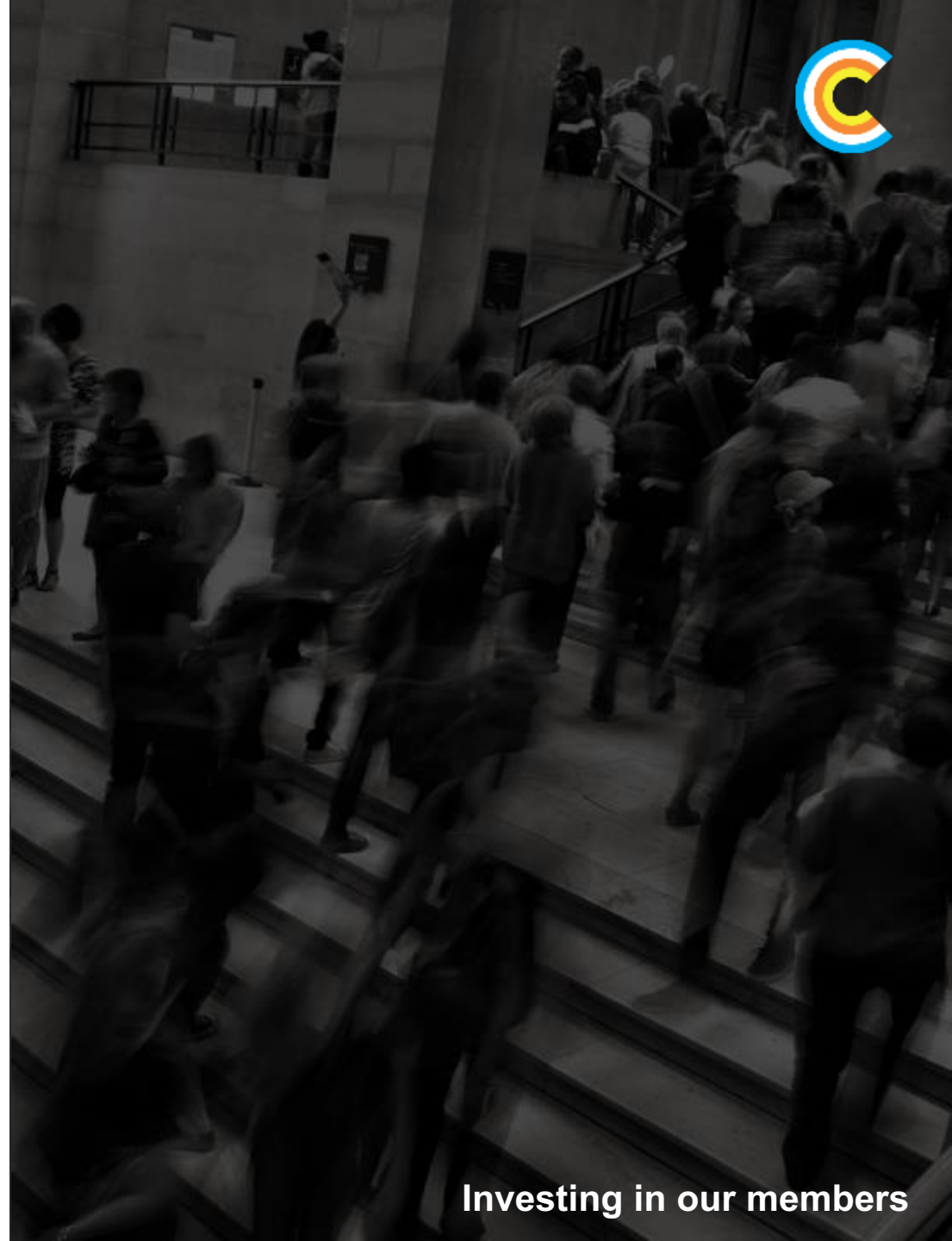
How? We devoted a portion of our organizational endowment as seed funding to test/try fantastic ideas into real world projects.

Output? White paper, sustainability plan, sandbox, etc. Identify next steps; a program, a service or 'fix the hole' in the roof.



Ideas...

In our inaugural year of the program, we anticipated receiving a handful of applications, maybe 10. Imagine our surprise when received **61!**



This year we are funding 5 Catalyst Seed Fund projects and 1
CEO's choice idea



LYRASIS Liaison: Hannah Rosen



Impact: Lower cost and increase acceptance - Sets the stage for the standardization of digital collections of 3D artifacts on a national scale. \$29,500

LYRASIS Liaison: Jennifer Bielewski



Take the solution to the location - Digitized collections and resources on developing the mobile lab will be shared with others for implementation.
\$5,550

LYRASIS Liaison: Michael A. Dixon



Impact: Creates a replicable mobile app on a national scale with open access resources adaptable to any classroom curriculum. \$26,548

LYRASIS Liaison: Annie Peterson and Michael A. Dixon



Johnson C. Smith University
Become yourself. Change our world.

Impact: Johnson C Smith – Documents an historic community and will share resources on the creation of an interactive map and digital app.
\$25,000

LYRASIS Liaison: Tom Clareson and Alicia Johnson



Impact: Determines the viability and sustainability of a copyright education center for libraries, archives and museums. Rollout a DIY model to clear copyright at scale \$30,000

LYRASIS Liaison: John Herbert



Impact: Can “Hello Alexa or Hello Google” change how ‘we’ interact with content or knowledge...i.e. a visually impaired persons to interact with a library’s collections using voice interaction with an ILS. \$17,000.

- Leaders Circle day
 - C\$F presentations
 - FY 2018 Shark Tank
- Membership Summit
 - If you had \$26 billion ...
 - And if you didn't...
 - Skill based learning
 - Knowledge acquisition
- Break outs
 - OSS, \$2.5M grant summary
 - Work shop – DIY Copyright
 - LF's summary

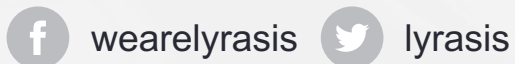




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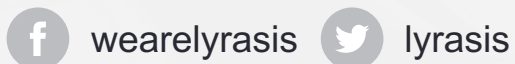
By Robert Miller
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CEO LYRASIS

3 Pronged Strategy

The Catalyst \$100,000 Fund fits as part of our 3-pronged strategy (*Leaders Forums, Leaders Circle, and Catalyst \$100,000 Fund*) to help improve the impact of your institution has on your and the LYRISIS community.

**Leaders
Forums**





Now is the best time to prepare so we know where we might end up!

As we continue to advance and uphold our mission **today**, it is equally important to keep our eye on **tomorrow** and the **future**.



- Foundations ↔ Group funding
 - The success of the C\$F will expand and deepen our Grant Funding relationships
- Services - program - hole in the roof
- STDS
- Fair pricing – sustainable

- Leaders Circle day
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**Leaders
Forums**

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The background of the slide is a dark blue and black pattern of overlapping, elongated oval shapes, creating a textured, scale-like effect.

 **\$100,000 to fund new ideas!**

The LYRASIS Catalyst Fund is a \$100,000 award program to seed fund new ideas and projects by LYRASIS members. The Catalyst Fund is a new membership benefit and is administered by the LYRASIS Leaders Circle. It was designed as a direct result of member requests for expertise, collaboration and perspective, and all projects resulting from the Catalyst Fund will be shared at our annual Member Summit.

The Catalyst \$100,000 Fund is part of a dramatic shift that is going on at LYRASIS. We are building on our core competence of transactional skills and services (eContent, Digital Services and Software solutions) and have launched, for our members, a thought leadership level that many of our members now need.



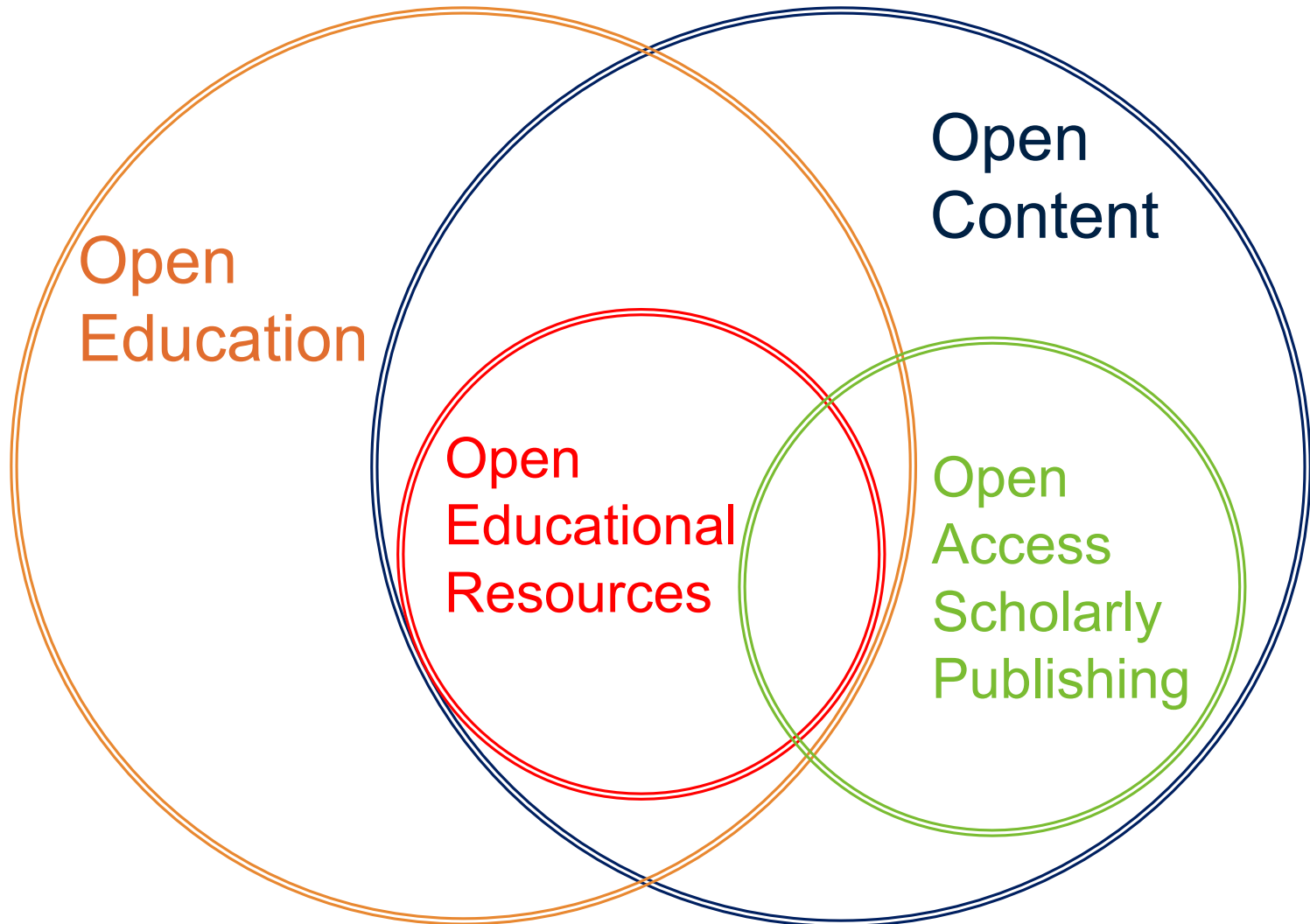


Emergence of Open Content

June 8, 2017

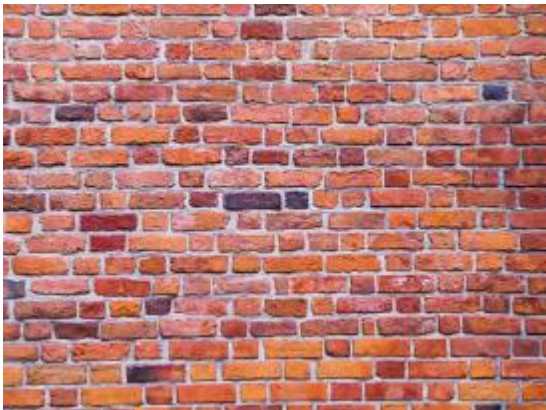
Hannah Rosen
Licensed Services Coordinator

[ih-mur-juh ns] *Formation of collective behaviors causing a system to coalesce into something novel*



Paywalled

- Industry consolidation
- Private equity
- Mature market
- Barriers to competition
- Potential for disruptive change



Open

- Multi-stakeholder collaboratives
- Social responsibility
- Opportunities to engage
- Community energy



Zuckerberg-Chan Initiative

- Acquired Meta in 2017
- AI powered tool for analyzing scientific papers
- Helps scientists make connections faster

Gates Foundation

- All publications funded by the foundation must be open access
- Gates Open Research – open access platform based on F1000

Library of Congress

- making 25 million of its records available for free
- records from 1968-2014



LIBRARY OF
CONGRESS

“The Library of Congress is our nation’s monument to knowledge and we need to make sure the doors are open wide for everyone, not just physically but digitally too,” said Librarian of Congress Carla Hayden. “Unlocking the rich data in the Library’s online catalog is a great step forward. I’m excited to see how people will put this information to use.”

Museum of Modern Art

POSTED SEPTEMBER 15, 2016

MoMA Releases Digital Archive of More Than 30,000 Exhibition Images

The Museum of Modern Art has announced that it has released an extensive digital archive that chronicles its exhibitions from when the museum opened its doors in 1929 to today.

The archive features more than thirty-five hundred exhibitions and more than thirty-three thousand installation photographs, as well as primary documents such as press releases, checklists, catalogues, and artist lists.



“By making these unique resources available at no charge, the exhibition history digital archive directly aligns with the museum’s mission of encouraging an ever-deeper understanding of modern and contemporary art and fostering scholarship.”

- Openly licensed cultural content


(copyrightable materials of all formats that may be freely and legally reproduced, edited, expanded, and republished)

- Digital learning objects
 - Primary source documents
 - Local/regional content
 - Scholarly content
 - Technical content
-
- Social responsibility and long-term obligations
 - Knowledge diffusion network

Knowledge Unlatched 

REVEAL DIGITAL

 OpenGLAM

 Open Library of Humanities

 SCOAP³

- “Not self-indulgence, but self-preservation”
- Support for progress of intellectual thought and expression in a sustainable manner
- Multi-stakeholder alliances
- Digitization to Digitality
- Investigate, collaborate, promote, and accelerate adoption of Open using a holistic approach
- Instigate change



OSI2016-25



OPEN KNOWLEDGE

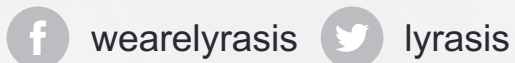
-
- How do you envision that your organization will be engaging in the Open Content movement in the next 5 years?
 - What are the driving forces behind the Open Content momentum in your environment?
 - What are the barriers in your organization that slow down or prevent the transition to more to Open Content?



please contact us for more info.

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Hannah Rosen
Licensed Services Coordinator



Developing Sustainable Libraries

by Ann Joslin
Portland Leaders Forum
June 8, 2017

How do we support/lead the evolving role of libraries in the 21st century?

Goal:

Develop libraries of all types that are sustainable and strengthen their respective community's resilience



- Growing anti-government & anti-tax sentiments
- Diminishing interest in the common good
- Growing income disparity
- Policy-maker focus on improving/disrupting formal education, ignoring value of informal education
- Reinforcing-only news consumption, less critical thinking
- Corporations as people
- Internet as the answer to everything



- Change the perceptions of local & state policymakers about libraries – to the library as a community asset that strengthens community resilience in uncertain/turbulent times
- Make active library (staff, boards, supporters) participation in advocacy & lobbying a priority
- Increase awareness of the value of informal education



Substantially viable

Operationally and
administratively
feasible

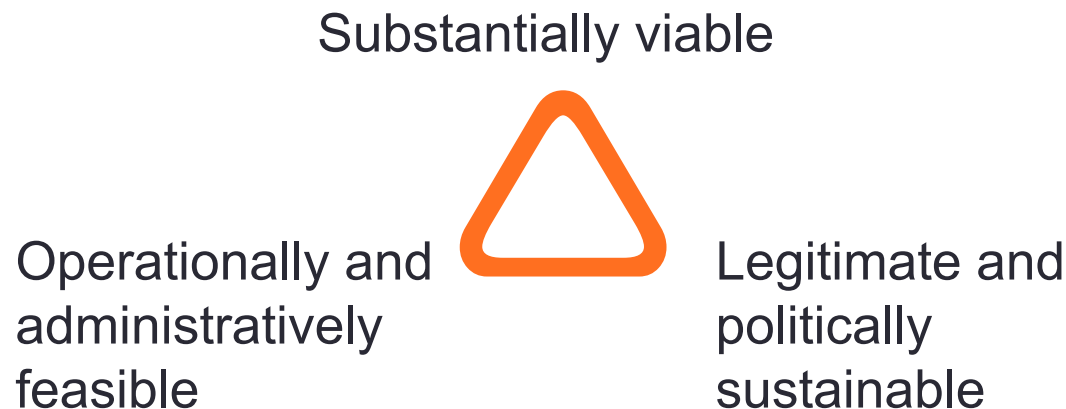


Legitimate and
politically
sustainable

Many Idaho libraries focus on 2 elements of the triangle.

But they could accomplish more if they would

“continually attract both authority and money from the political authorizing environment to which it is ultimately accountable”.



- Developing leadership skills for staff & governing boards
- Fostering community engagement by library leaders
 - Local & state levels
 - Futures Conference, Aspen “Dialogue,” Harwood
- Anticipate / Adapt to change
- Taking risks
- Informal futuring & monitoring trends outside the library



- Library leaders are community leaders
- Libraries of all types have effective sustainability models
- Librarians embrace change & strategic thinking as a culture
- Local and state policymakers recognize & support libraries as community assets that strengthen community resilience



-
- How would you assess the current environment?
 - What are the main challenges for library sustainability?
 - Or for archives or museums?
 - What should be the measures of success?
 - How do we get from “here” to “there”?
 - What key areas should we target for action?



Software / Technology Costs and Decisions

John Herbert
Director – Technology Services

- Movements within the landscape
 - Open-Source
 - Software as a Service (SaaS)



Benefits

- Community and Collaboration
- Sharing resources
- Getting what you need

But

- Often developed in stand-alone fashion
- Driven by large institutions / technologists
- Many projects, platforms
- Confusing landscape
- Sustainability is a challenge



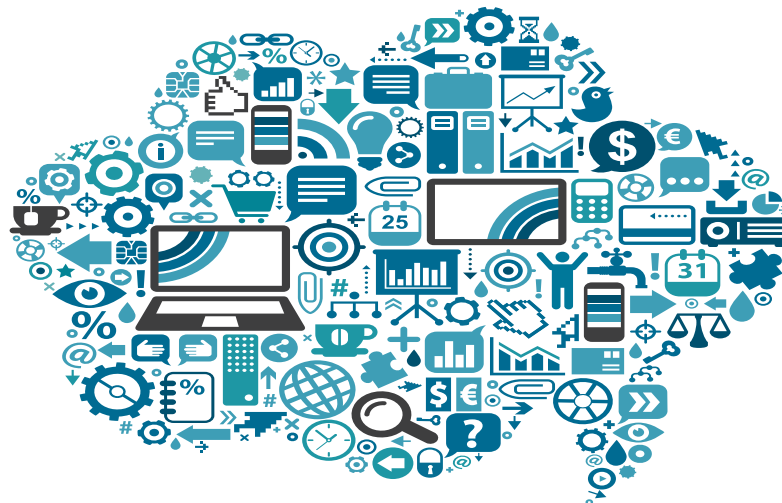
- Institutions everywhere dis-engaging from operating all the software they need
 - Prominent, world renown universities are outsourcing
 - Smaller, community-based org's don't have dedicated IT resources
- Relinquishing control of smaller, less enterprise-critical platforms
- Allowing 3rd party service providers to handle infrastructure, technical support



- Cost-Benefit Analysis
 - Total cost vs. Total benefits
- Many pieces to the puzzle
 - Commercial – license; gen'l use case
 - Open-source – not free; longer timeline
 - Hardware – infrastructure and security
 - Software – local vs. cloud
 - Staffing – setup and ongoing support
 - Both IT and user areas
 - Workflow development / modifications
 - Data migrations
 - Integrations w/ other platforms
 - Scale-ability



- How do you/your institution view technology decisions?
- How strategic / long-term is your horizon?
- How closely do you examine total costs?
- What criteria do you consider?
 - Is open-source among them?
 - Cloud hosting?
- Would a more structured total-cost model be useful?





Three Generations: Case Study by David Lewis, IUPUI

Robert Miller & Meg Blum

For some time, you have been thinking about the librarians in your library and have been concerned with several issues.

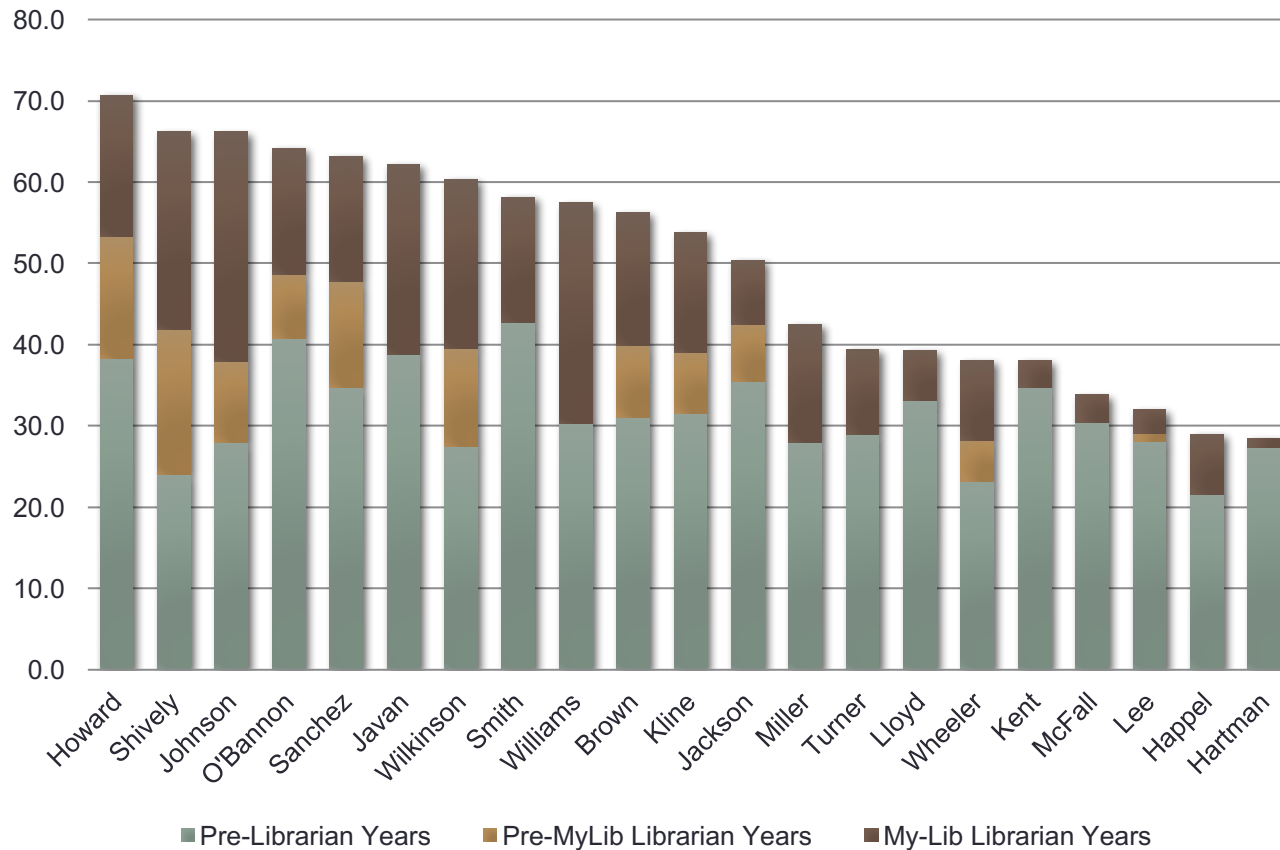
1. You are worried about succession planning. You expect to retire in two years at age 68. In the past, you were not overly concerned, but you have noticed that many libraries like yours are having trouble finding good candidates for director's positions. All of your associate directors and department heads, except for one, are baby boomers and will retire in the next five or six years. You are not sure any of them are ready to be director or that any of them are interested in the job. The mid-career librarians mostly don't seem interested in leadership. You have recently become concerned that the library will not have anyone to step into leadership roles after the current leadership team retires.

2. While you have generally been able to recruit good beginning level librarians, over that past few years the candidate pools have gotten smaller and you have had to offer larger start salaries.
3. The higher starting salaries for new librarians has caused salary compression. Some of the mid-career librarians have begun to grumble.
4. In the past two years three of your beginning librarians have left for more interesting position or higher salaries. In exit interviews, several said that working in your library was fine, but their new position offered more interesting opportunities. Another left when a spouse relocated.
5. You have been unable to increase the diversity of the librarians in your library even though diversity is a campus priority.

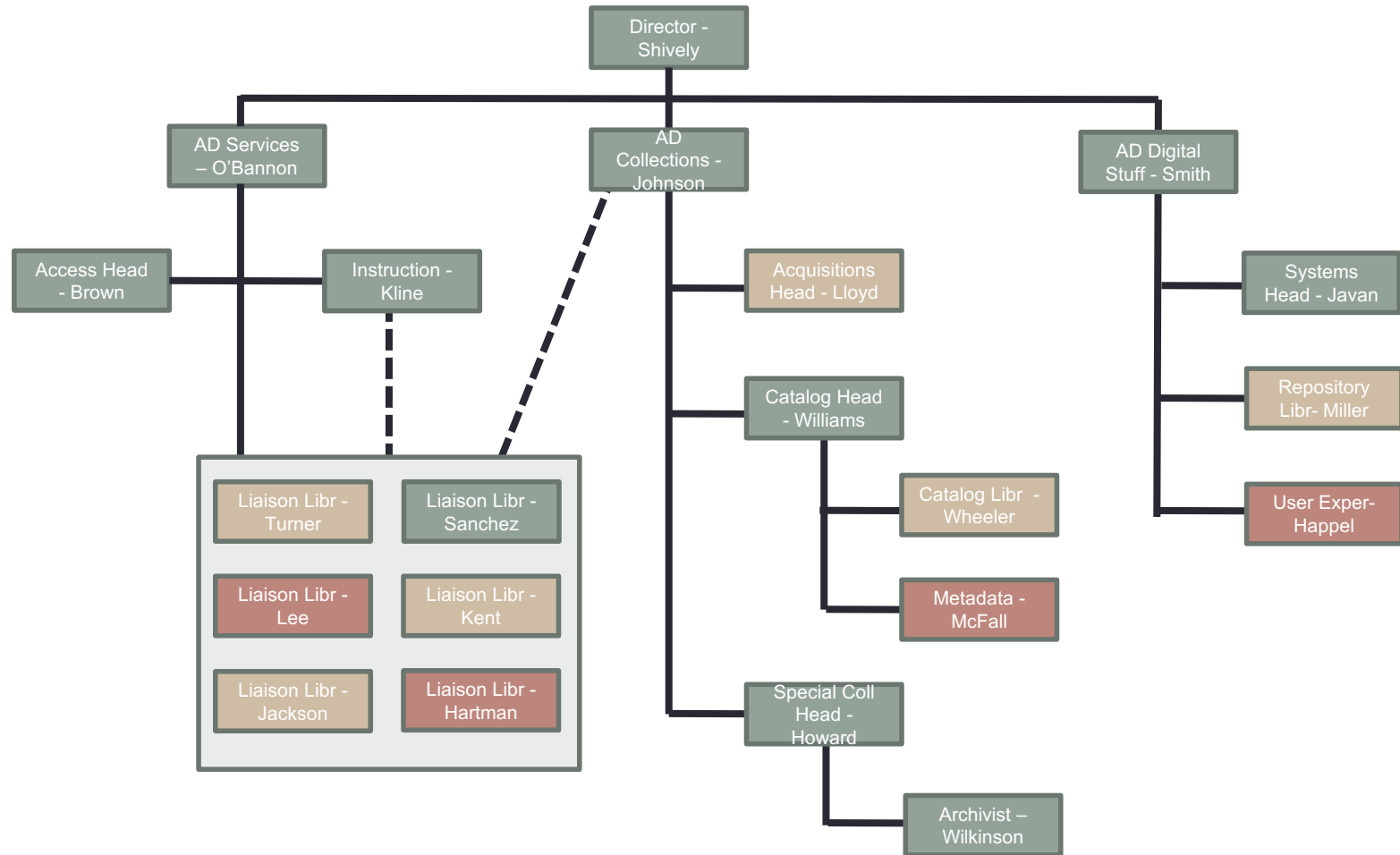
Three Generations in the Library: A Case Study

Library Demographic Summary								
Last name	Date of Birth	Age	Start Date	Tenured	Rank	Women	Minority	Salary
Howard	03/28/47	70.7	07/01/00	1	Associate	1	0	\$72,500
Shively	09/14/51	66.2	08/16/93	1	Librarian	0	0	\$135,000
Johnson	10/01/51	66.2	09/18/89	1	Associate	0	0	\$85,000
O'Bannon	09/21/53	64.2	06/01/02	1	Associate	1	0	\$87,000
Sanchez	10/21/54	63.1	07/08/02	1	Associate	0	1	\$85,500
Javan	09/12/55	62.2	07/01/94	1	Associate	1	0	\$62,500
Wilkinson	07/15/57	60.4	01/15/97	1	Associate	0	0	\$68,500
Smith	10/21/59	58.1	07/01/02	1	Librarian	1	0	\$82,000
Williams	06/25/60	57.4	10/26/90	1	Associate	0	0	\$73,500
Brown	08/24/61	56.3	06/25/01	1	Associate	0	0	\$59,500
Kline	03/04/64	53.7	03/02/03	1	Associate	1	0	\$62,000
Jackson	08/05/67	50.3	01/15/10	0	Assistant	1	0	\$57,500
Miller	06/26/75	42.4	06/02/03	1	Associate	1	0	\$62,000
Turner	07/27/78	39.3	07/01/07	1	Associate	1	0	\$56,000
Lloyd	09/02/78	39.2	10/01/11	0	Assistant	1	0	\$55,000
Wheeler	11/15/79	38.0	01/13/08	0	Assistant	0	0	\$54,000
Kent	11/25/79	38.0	08/01/14	0	Assistant	1	0	\$53,000
McFall	02/10/84	33.8	08/01/14	0	Assistant	1	1	\$53,000
Lee	12/02/85	32.0	01/06/15	0	Assistant	1	1	\$52,500
Happel	12/01/88	29.0	07/05/10	0	Assistant	0	0	\$54,000
Hartman	06/15/89	28.5	10/13/16	0	Assistant	1	0	\$50,000
	Total			13		13	3	
	Average	50.0		61.9%		61.9%	14.3%	

Library Demographic Summary



Three Generations in the Library: A Case Study



In researching the situation, you come across Stanley Wilder's recent ARL report "Delayed Retirements and the Youth Movement among ARL Library Professionals." You have been worried about the different generations of librarians and how this will impact the profession as a whole and particularly your library. You convert Wilder's data to reflect the different generations and do some quick calculations on the data to project it out a few years. The result is the chart and graph below.

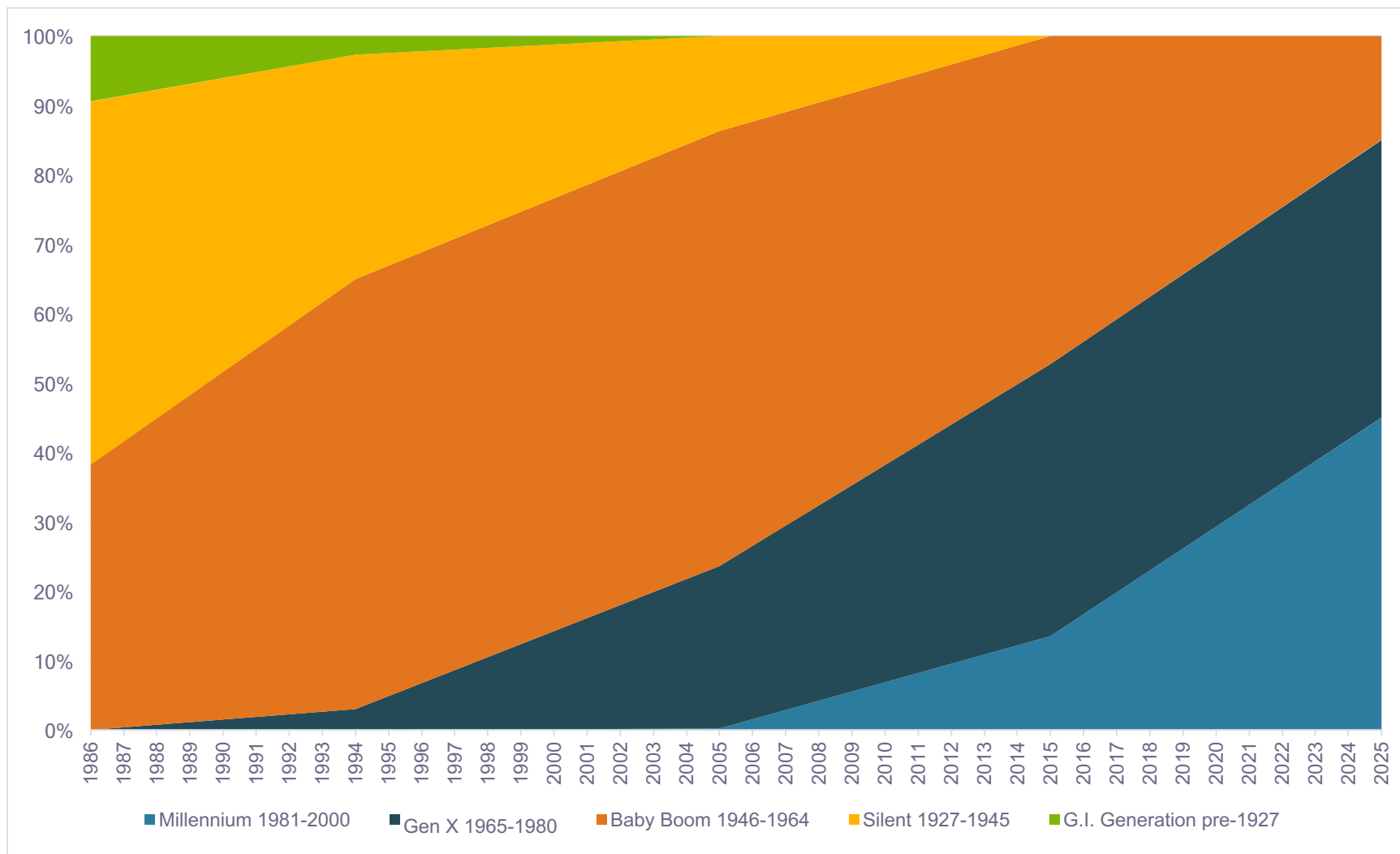
It looks like many academic libraries are in a situation similar to yours. You are particularly concerned with the coming need to attract a large number of younger librarians in the next five to seven years.

Finally, you were review statistics on diversity in academic librarianship and found the last chart below. You wonder what you and your library can do to change this situation.

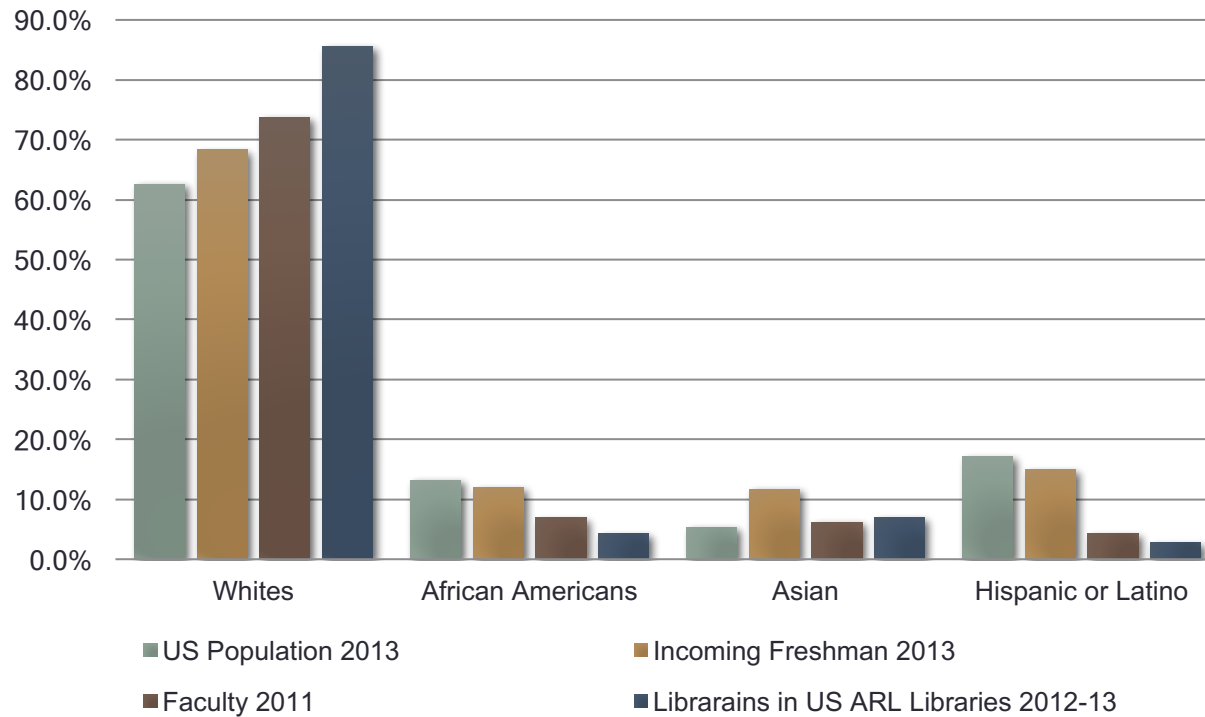
Stanley Wilder, "Delayed Retirements and the Youth Movement among ARL Library Professionals," Washington, DC: Association of Research Libraries, 2017,
<http://www.arl.org/storage/documents/publications/rli-2017-stanley-wilder-article1.pdf>

	1986	1994	2005	2015	2025
Millennium 1981-2000	0.0%	0.0%	0.2%	13.5%	45.0%
Gen X 1965-1980	0.0%	3.0%	23.4%	39.1%	40.0%
Baby Boom 1946-1964	38.2%	62.0%	62.7%	47.3%	15.0%
Silent 1927-1945	52.4%	32.3%	13.7%	0.0%	0.0%
G.I. Generation pre-1927	9.4%	2.7%	0.0%	0.0%	0.0%

Three Generations in the Library: A Case Study



Ethnic Diversity of Academic Librarians



What do you do?