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IMAGES FROM THE LIBRARY OF CONGRESS COLLECTIONS

COVER: DRAWING BY ALBERT RANDOLPH ROSS OF CARNEGIE LIBRARY, TAUNTON, MASSACHUSETTS. LC: CPH.3G04712

INSIDE PHOTO: PHOTOGRAPH OF THE FIRST FULLY DEVELOPED CHILDREN'S DEPARTMENT IN 1899, PITTSBURGH CARNEGIE LIBRARY. LC: PPMSCA.15412

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FINDING THE FUTURE: POSITION YOUR ORGANIZATION FOR LONG-TERM VIABILITY

AALL ANNUAL MEETING

JULY 22, 2012



CARNEGIE LIBRARY "OPEN TO ALL"

TALKING POINTS

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LIBRARY OF CONGRESS

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CARNEGIE CHALLENGE

A Carnegie Corporation meeting in fall 2012 will look at how various institutions within American society are meeting the challenges set out by the Carnegie Corporation to do “real and permanent good in the world” by:

- ✧ Responding to changing times by reinvigorating missions and adjusting focus
- ✧ Engaging in new ideas and innovative methods of achieving goals
- ✧ Serving as “levers of change” in measurable, sustainable, demonstrable and reproducible ways

QUESTIONS?

- ✧ What are 21st century equivalents of the Morrill Act (1862)/Carnegie Libraries/Creation of NAS/Copyright Deposit (1869)/Jefferson Building(1897)/Depression Era Founding of ARL?
- ✧ What Does the research library of the 21st century look like?
 - Who Does It Serve? What Is Its Responsibility To Future Generations? Who Are Its Partners/Collaborators?
 - How Does It Serve? How Does It Measure Its Success?

LIBRARY OF CONGRESS ONGOING PROGRAM/PROJECTS

The Library of Congress can point to its strategic initiatives, already well-underway, which contribute to the discussions on this topic. They are:

- ✧ Emphasis on literacy in all of its meanings and a continuing commitment to the values of the book culture
- ✧ Global Collaborations
- ✧ New Bibliographic Framework
- ✧ Digitization (standards) and content
- ✧ Preservation of all formats (from the ancient world to our contemporary materials)
- ✧ Overseas Offices
- ✧ Expanded Acquisitions/Collection Development (Website Archiving, Social Science Data and Social Networks (Twitter archive))
- ✧ e-Deposit of Copyrighted Materials
- ✧ Adaptation of the A to Z (Amazon to Zappos) Business Philosophy
- ✧ Succession and Career Development Plans



LIBRARY OF CONGRESS HISTORY

19th Century

- ✧ Law was the Beginning
- ✧ Jefferson’s Library
- ✧ Copyright Deposit, Land-Grant Colleges and Universities, NAS
- ✧ Architectural Symbolism

- ✧ Congressional ThinkTank and Law Library of Congress
- ✧ National Library Service for Blind and Physically Handicapped
- ✧ Serving Government (Federal, State, Local)
- ✧ American Folklife Center
- ✧ Scholars (Kluge)
- ✧ Curious and Concerned Citizens (Thomas)

20th Century

- ✧ Organizing Knowledge (Class K)
- ✧ American Culture

- ✧ 21st Century
- ✧ Globalization/Collaboration
- ✧ Center of Knowledge/Center of Gravity/Convenor

RESEARCH TRENDS

- | | | |
|------------------------------|-------------------------|--|
| ✧ AUTHENTICITY AND ASSURANCE | ✧ ACCURACY | ✧ ADHERENCE TO DISCIPLINARY NORMS AND TRADITIONS |
| ✧ AUTHORITY | ✧ ACCESS | |
| GIVING WAY TO: | | |
| ✧ ALGORITHM | ✧ ALITERACY | ✧ ABUNDANCE |
| ✧ APATHY | ✧ ATTACK AND ALTERATION | ✧ AGILITY |
| ✧ ATTENTION DEFICIT | ✧ ANALOGY | ✧ AGNOSTIC |

PRIORITIES FOR INNOVATIVE INVESTMENT

- ✧ “Priorities for Innovative Investment” is a new planning methodology being used across industry and government. It is borrowed from the financial-services sector
- ✧ PII, as they are called, use a results-driven strategy that fast-tracks innovation throughout the enterprise
- ✧ Innovation in this context is the ability to imagine, reconcile, and combine ideas that lead to improved output of key products and services
- ✧ Investments are packaged into a mixed portfolio that combines quick wins, achievable in 90 days or less, with strategies for 900 days and legacy building investments that define what future generations will inherit in 9,000 days (just short of 25 years)
- ✧ The most common planning cycle is the 900-day innovation plan. This factors in a certain workplace reality that investments in innovation take about 900 days to yield a “return”
- ✧ PII also recognizes that innovation results from opportunities or from a system or market breakdown, so most organizations need nearly three years to adjust fully and to profit
- ✧ We are adapting the PII to fit our organizational model
- ✧ We will also specifically include workforce status and satisfaction among our investment priorities
- ✧ The return on our investments will provide us with scalable, sustainable, measurable and adaptable ways to be efficient (produce more quantity), consistent (focus on quality) and establish standards for sufficiency) (reduce “over resourcing” or unneeded redundancy or address under-resourcing through recalibration of priorities)

WHAT DRIVERS IMPACT FUTURE INITIATIVES?

- ✧ Information technology is now in BIG data phase where processing power and data storage are virtually free and limitless
- ✧ Data crunching is real-time and enables amazing (compared to 20th century) ability to provide customized service and new “business” opportunities
- ✧ Smart manufacturing will transform the marriage of automation with information systems so that we will see revolution not unlike impact of mass production at beginning of 20th century
- ✧ Ubiquitous wireless connectivity will enable global connection in real time for both social and economic purposes and will create another revolution in communication like that of 20th century telephony
- ✧ America's population continues to grow and be dominated by youth (by 2020 American’s population will be younger than both China and Europe)
- ✧ America's basic spirit of risk-taking, free flow of ideas, open-mindedness, consumerism (acquiring new things and looking for new ways to use them) and anti-establishment/individualism can be used as a “competitive advantage” in the 21st century
- ✧ Need to continue to support liquid financial markets, equitable tax structures, open immigration, and balanced and consistent regulation policy
- ✧ “External Memory Devices” free up the human brain to develop information processing and problem-solving abilities
- ✧ New information systems must be comprehensive, current, customized, compatible, convenient, and controlled (authoritative, structured, accurate, etc.)
- ✧ Expectations from technology are high and volatile
- ✧ Bionics extend senses acuity/brain capacity
- ✧ Language barriers are breaking down
- ✧ Geography is no longer destiny
- ✧ Problem-solving is transdisciplinary
- ✧ Collaboration speeds the time for innovation
- ✧ Information is social (not solitary)
- ✧ Human affiliations and affinities are fluid and fleeting
- ✧ Sources of knowledge are diverse and distributed
- ✧ Common vocabulary is shrinking
- ✧ Standards and standard practices are disparate and liquid
- ✧ With advances in technology there will be a corresponding “dematerialization.” For example, if a cell phone has an app for a specific function, the item that used to perform that function will disappear
- ✧ Digital reading is multilinear and discontinuous. In a web environment, text boundaries are no longer obvious, and in a sense the entire Web is one enormous, interconnected text. (Hillesund)

WHAT IS THE FUTURE ROLE OF RESEARCH IN THE “AGE OF GOOZON”?