

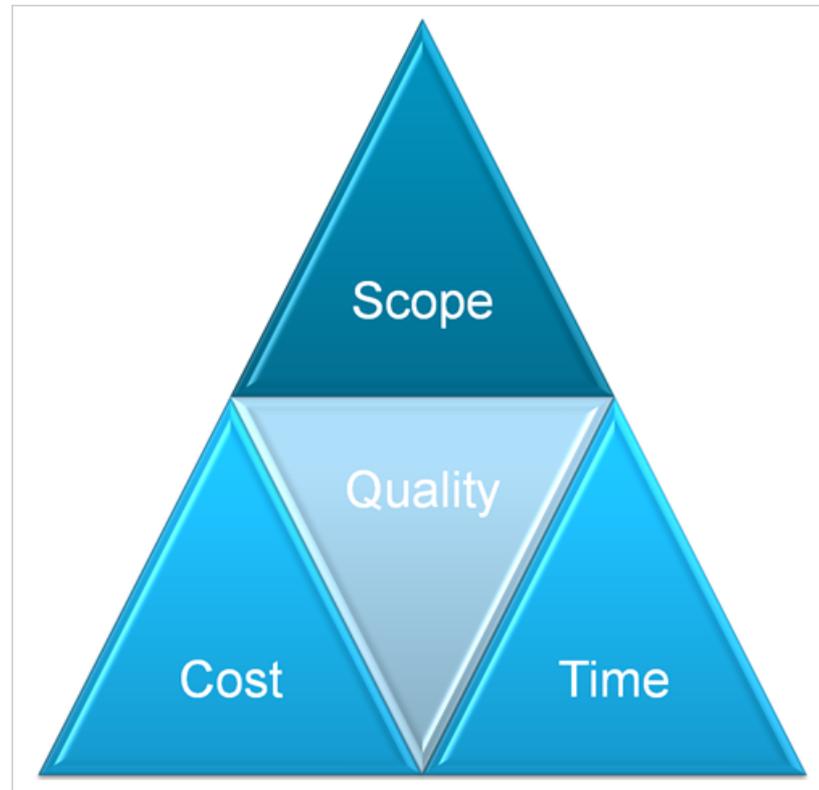
Squaring the Iron Triangle: Sustainable Innovation and Innovative Sustainability in a Digital Environment

Professor David Baker,
Editor, *New Library World*



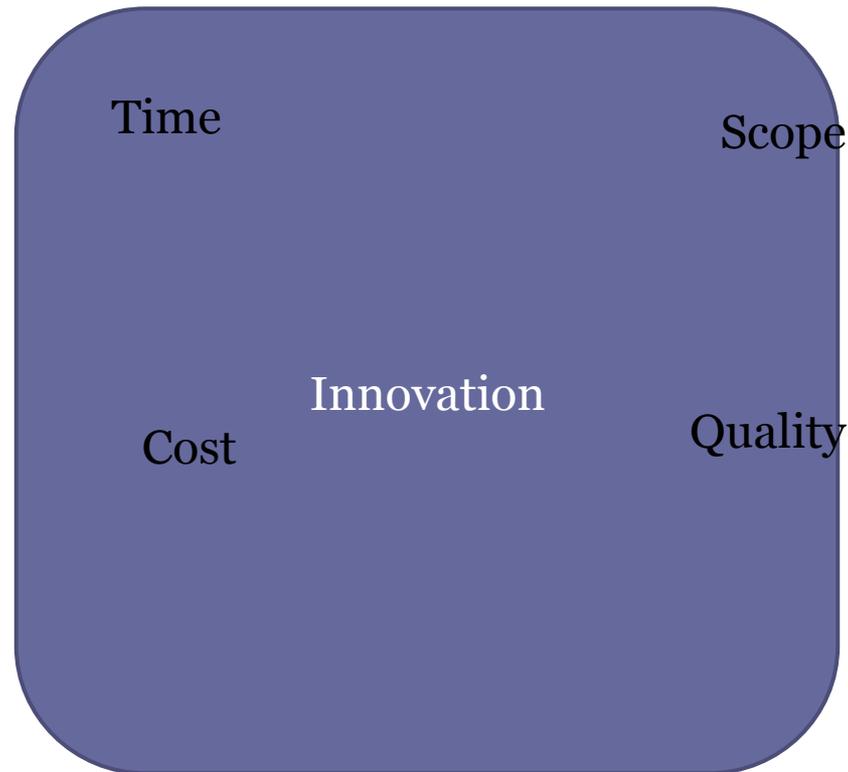
The 'Iron Triangle'

$$S+C+T = Q$$



The 'Sustainability Square'

$T+C+S+Q+I = \text{Sustainability}$

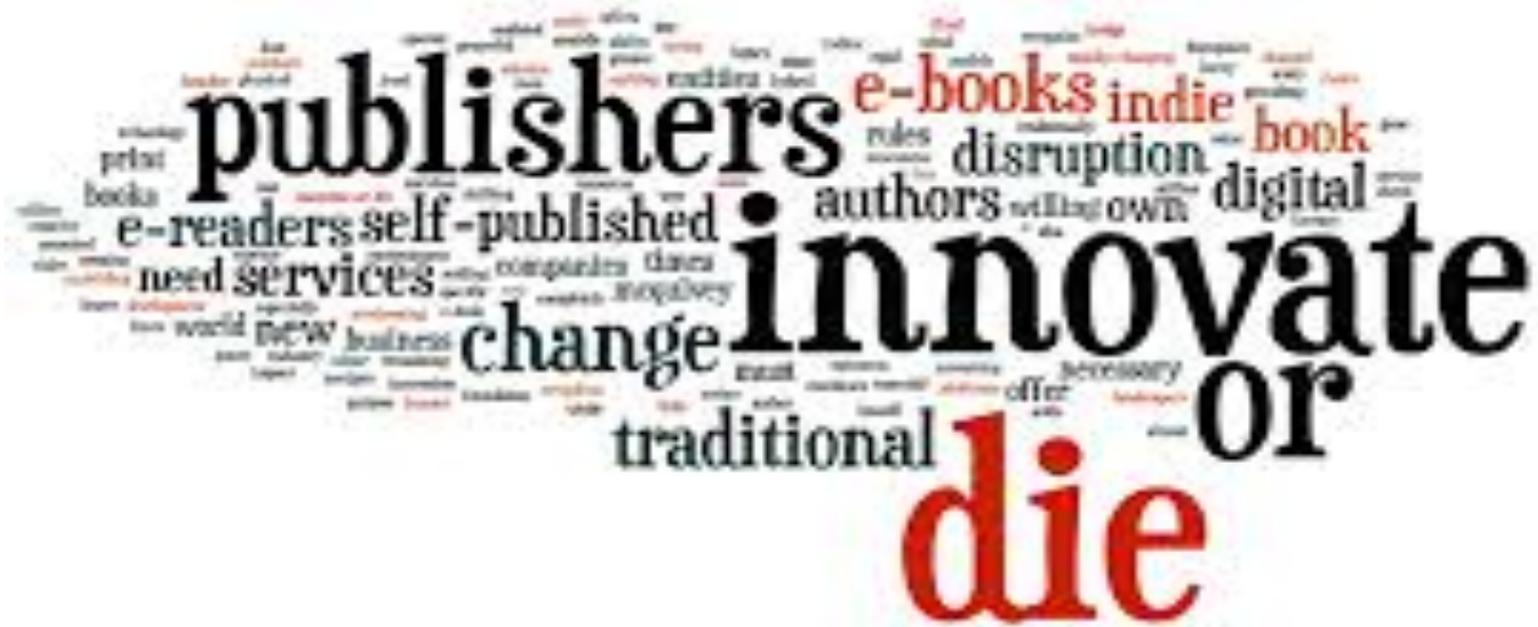


My Belief

- Without innovation organisations are unsustainable.
- Libraries are no exception, even where they are already digitally based.

Included in the Presentation

- My recent experience as Editor of *New Library World*
- My recent experience editing *The Bottom Line* and *ILDS*
- Results from an ongoing Delphi study on the future of libraries
- My preliminary work for a volume on innovation in library and information science
- What innovative services and innovative librarians might look like over the next decades



My Belief

- Whatever the age, wherever the sector, whoever the leaders, however the change is made, the instruction to ‘move with the times’ remains just as relevant as it has always done, and always will do.
- Without advancement, not only is there no progress, but there is stagnation and even retrograde motion.

Library and Information Services (LIS)

- Central focus for assessing past, present and future advances
- A means of exemplifying and exploring likely future scenarios and trajectories within which societies will develop and how they might best be shaped for the common good



Forecasting the Future of LIS

- Difficult to forecast!
- Political, economic, technological and social changes = wholesale reengineering of library services
- No obvious mainstream future for libraries?
- Ever-tightening financial constraints

My Belief

- Librarians are so challenged by change that it is easy to overlook the fact that they can be leaders and agents of it; especially when it comes to the field of innovative technology application

New Library World: Delphi Study

- Editor for 12 months
- Determine the journal's future direction
- 25 EAB members + peer reviewers from around the globe
- Ongoing – the world does not stand still
- Initial results

NLW Delphi

- Libraries should not merely move with the times but make the pace. They should lead rather than follow
- Innovation is pervasive: lead and channel it for sustainability – including of the profession



My Own Involvement in Innovation

- 1990-
- University of East Anglia, Norwich
- Just-in-case holdings of hard-copy journal runs to just-in-time access to required articles
- Reduce the spiralling cost of our journals
- Ease the pressure on physical space
- Maintain and improve the quality of user service
- Iron triangle: time-cost-scope leading to quality delivery.
- Innovating in order to sustain a future for the library

ISSUE 2012
MAY 2012

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- Review of the whole of the UK university library sector
- Follett Report (1993) – transformation of British academic libraries through the e-Lib programme
- UEA Library =
- EDDIS (Electronic Document Delivery, the Integrated Solution)
- Agora, a major hybrid library project
- European Action Plan for Libraries and follow-up initiatives

And Now?

- Hybrid library untenable as a solution
- Digital developments no longer an adjunct to traditional library provision
- UK's Joint Information Systems Committee (JISC), overseen the development of improvement and innovation programmes in the fields of content creation and resource discovery

Present Position

‘Content is now sourced from multiple providers and the concept of the ‘walled garden’ of knowledge has been overtaken by the trend for open publishing of varied types and quality of content on the Internet’ (Curtis & Cartwright *Future of Libraries*, 2011)

Digital Approaches

- Have the power to disturb established models of provision and service
- But they also offer the potential to create new modes of sustainability
- New types of service – and especially those that are technology based – certainly require new kinds of business model
- Stressing Return on Investment (ROI)
- Total Cost of Ownership (TCO)
- But that is part of the challenge of innovation.

Delphi 1

- Libraries will need to become more creative to address the challenges economic crisis poses
- Value for money in libraries will be increasingly scrutinised
- Library services will struggle to define their unique selling point as other service providers provide directly to end-users
- There will be greater demand for ever more sophisticated and diversified set of services, including more accessible (self) services
- End-users will increasingly self-serve

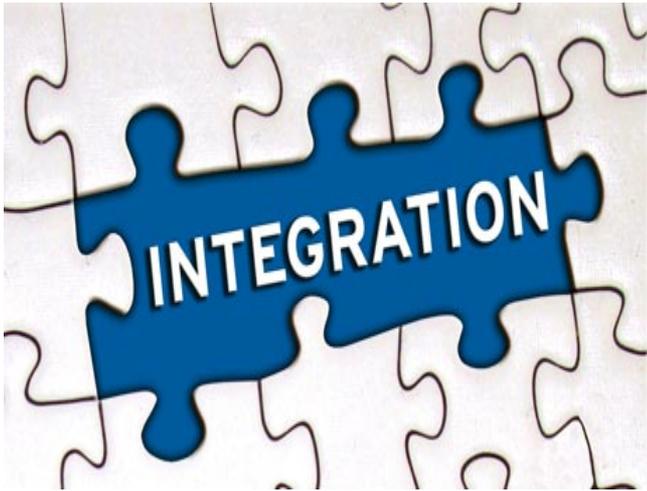
Delphi 2

- University/academic libraries will become more and more digital
- Physical space will be shared and multi-faceted
- Libraries will become more and more open spaces for creation and co-creation (labs, etc.)
- Public libraries will become a third place, adopting hub-and-spoke models of delivery
- Traditional services will decline to the point of extinction

Delphi 3

- Partnerships will be paramount to the maintenance of all types of library service
- Libraries will increasingly diversify what they offer their customers, whether public or academic
- New services will continue to rise, such as digital services, data management and curation, visualization, etc.
- Librarians will become more and more copyright intermediaries
- Librarians will become more and more involved in education for information literacy

Integrative Approaches



Key innovations based on the integration of a range of technologies and of services and facilities that cross barriers combining public services, academic provision, retail, leisure, curricula, entrepreneurship and much more.

Librarians as...

- Educators
- Information managers
- Literacy advocates and instructors (including in information literacy)
- Leaders in developing the leisure experience
- Partners in creating new knowledge contents
- Collaborators in developing new technologies and information systems.

Key Attributes

- Creativity, flexibility of thinking, ability to find unorthodox solutions
- Critical thinking, political mindedness, community-orientation
- Ability to evaluate professional situations and to make professional decisions
- Exploration, risk taking, visionary thinking
- Library staff should work 'outside in' rather than from a position of 'this is what we offer'

My Belief

Any and every profession must continue to innovate and develop if it is to remain a profession. Librarians must demonstrate rationalization of, and innovation in, the library with the goal of ensuring a sustainable future for both the profession and the institution. Libraries must be viewed, not only as a symbol of stability in the communities which they serve, but as innovators as well. One of the key ways of doing this is through far-reaching and dynamic research and development programmes that culminate in published output.

**QUALITY
COUNTS**