University Librarians and Chief Information Officers: Partners or Competitors?

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Challenges to Collaboration

- Different reporting structures
- Supporting legacy responsibilities, which assume greatest share of resources
- Distributed environments (central, division, department)
- Competing for limited resources
- Tough transitional phase
- Updating staff knowledge and skills and recruiting new talent
- Overlapping obligations (licenses, labs, R&D)
- Competing priorities
- External commitments/obligations
- Stake in academic technology
CIT/CUL Academic Technology Support Model
Competition is Counter Productive

Example 1: E-textbook Pilot

- EDUCAUSE/Internet2, Courseload, McGraw-Hill Education
- Three accessibility considerations: content, reading platform, device
- NFB challenge based on ADA and guidance from Justice and Education
- Fixing after the fact vs upfront safeguards
Example 2: Campus Services for Teaching and Learning

**ACADEMIC TECHNOLOGY CENTER**

- Assists instructors with the exploration, selection, and implementation of current and emerging technologies for teaching and learning
- Consultations related to teaching with digital and electronic tools or to utilize the latest computer hardware, software, and other multimedia equipment
- Blackboard training and support, digitization, digital forensics, online survey development, classroom collaboration and presentation tools (clickers), and equipment for loan

**CENTER FOR TEACHING EXCELLENCE**

- Advances teaching and learning
- Research based programs and services
- Teaching with technology: blackboard, clickers, survey tools, video, eportfolios
- Catalyst for u-wide dialogue to foster shared vision of teaching excellence
- Fostering student ability to develop critical thinking skills and disseminate information and ideas
Example 2: Campus Services for Teaching and Learning

**ENGAGED LEARNING + RESEARCH**

- Cultivates Cornell's commitment to engagement in research, teaching, and practice
- Motivates and facilitates service-learning, public scholarship, and community-based research
- Provides faculty with tools and support for engaged teaching
- Offers training and one-on-one consultations to faculty

**CORNELL UNIVERSITY LIBRARY**

- Advances teaching and learning through consultations, instruction, workshops, liaisons, fellowships, and resources
- Tools and services for scholarly communication
- Digitization, forensics, multimedia, and Copyright Services
- Scanners, plotters, digital cameras, 3D printer, and software
- Tools for teaching, learning and research: GIS, Visual Images, practice rooms and speaking venues, data management, digital tools and techniques
Current Examples of Library/IT Collaborations

- Tech-rich research commons, classrooms, studios
- Data management services
- Digital repositories
- Computing services to students
- Joint development
- Promising work on research computing
- Shared support for external services
- Common workshops and training
Alternative Model for Collaboration

- Horizontal model to replace organizational or functional model
- Focus on challenges/issues in context and within a continuum
- Two examples:
  - Enhancing Reputation
  - Supporting Online Education
Example 1: Enhancing the Reputation and Prestige of the Faculty and University

- **University**: rankings and research impact, dashboards, academic performance analytics, faculty profiling, compliance, protection, reporting requirements, press coverage, fundraising, recruitment, minimizing administrative burden

- **IT**: identity management, security, authentication, reliable HW/SW environment

- **Library**: discoverability and broad access to research results, using linked data and semantic web tools to expose research and scholarship worldwide, informatics, connecting scientists and scholars, disambiguation, author IDs, IP rights, alternative modes of scholarly communication and expression, preservation
Enhancing the Reputation and Prestige of the Faculty and University

- Identity Management
- Security
- Academic Indicators
- IP Rights
- Academic Excellence
- Discovery
- OA
- Linked Data
- New Forms of Distribution
Example 2: Promoting and Supporting Online Education

- **University**: financial drivers, new pedagogy, global education, blended learning, MOOCs, professional education

- **IT**: online platforms, collaborative tools, mobile delivery, BYOD, enhanced classrooms, multimedia production, security, authentication/authorization, data privacy/confidentiality, robust network and technical infrastructure, analytics, open courseware, simulations and gaming, 24/7/360° support

- **Library**: e-resources, streaming media, rights management, fair use, open content, mobile content delivery, online tutorials and skills modules, digitization, audio recording, and media production, metadata, content curation, confidentiality, privacy, 21st c literacy skills, creation spaces, digital tools, eportfolios, open textbooks, embedding librarians in the curriculum, digital corpora for non-consumptive digital research, blended learning support, assessment
Promoting and Supporting Online Education
Institutional Benefits of Horizontal Model

- Reduces redundancy, duplication, internal competition, confusion
- Bridges academic/administrative divides
- Builds on strength of each party
- Enables greater capacity and clout
- Promotes innovation
- Frees up resources to do greater differentiation
- Complements virtual and personal approaches
- Supports inter-institutional collaboration
Possible Principles

Library/IT will

• be trusted partners, establish joint governance
• work as one in support of schools and colleges
• share funding and responsibility with each other and academic units
• provide base service levels, with academic units responsible for extended, value-added service
• align strengths of each organization
• create joint action agenda
• determine priorities
• establish metrics
Developing Baseline Aspirations

- All courses have online presence
- Classroom technology is standard/flexible supports new teaching/learning pedagogy
- Public computing only as needed
- Support model fully understood by customers
- Digital repositories readily available
- 21st Century literacies strengthened
- Rich media content available for most courses
Taking on More

- Enabling new forms of creativity, research and scholarly expression
- Valuing digital contributions
- Advancing international vision
- Supporting multi-campus programs
- Addressing long-term access and digital preservation
- Promoting institutional contributions to world challenges
"Faced with the choice between change and proving there is no need to do so, most people get busy on the proof."

John Kenneth Galbraith