If you want to go fast, go alone;
If you want to go far, go together

African Proverb
Deep Collaboration

Valerie Horton
Minitex

http://goo.gl/DoJaUk
“The history of library cooperation is as long as the history of ‘professional librarianship in America...”

Adrian Alexander
The Great Word War

Cooperation: “a situation in which people work together to do something” Merriam-Webster

Collaboration: “to work with another person or group in order to achieve or do something” Merriam-Webster

“Collaboration is seen as requiring greater levels of engagement and goal alignment” Wheeler & Hilton
However, times have changed...

“Libraries have a choice, we can collaborate or we can die!”

William Jordan
"The depth of your success rests upon the depth of your collaboration."

John Helmer
Going it Alone is ... Long Gone

“It is evident that any single library, even the largest, is really too small to compete successfully in today’s information technology and publishing marketplace.” Gary Lawrence
“In an age of scare resources, competition, and complex community issues – organizational collaboration is essential.”  Rebecca Gajda
“I despise puny visions.

Library collaborations aren't about 5% discounts, we must get to where we collaborate and set social standards, drive social cohesion and encourage an ecology where positive learning and community experiences ... grow.”  Stephen Abram
Current Collaboration Model

Flexible requirements

Need Autonomy

More Collaboration

Less Collaboration

Adequate Resources

Limited Resources
Collaboration is Difficult
Staff Skills

Negotiations

Communications

Interpersonal Relationships
Failed Collaborations Lack

- Leadership
- Autonomy
- Shared Vision or Goals
- Time Commitment
- Staff Training
- Resources
What Does “More” Mean?

This co-operative apartment building will be torn down and replaced by a much more co-operative apartment building.

The Management
What is “Deep Collaboration”?
“Deep Collaboration”

Calling all CLIR Sponsors to Join our April 6 Dialogue on Deep Collaboration

THE KUALI OLE: DEEP LIBRARY COLLABORATION AND THE REAL COMMUNITY-SOURCED LIBRARY MANAGEMENT SYSTEM

2CUL: EMERGING MODEL OF DEEPLY COLLABORATION?

An investigation of strategies for deep and transformative collaboration among libraries, archives and museums (or LAMs).
Wider, Deeper, and Riskier

New Collaboration Model

Flexible requirements

Need Autonomy

More Collaboration

Adequate Resources

Limited Resources
Deep Collaboration is two or more people or organizations contributing substantial levels of personal or organizational commitment, including shared authority, joint responsibility, and robust resources allocation, to achieve a common or mutually-beneficial goal.

Modified from the Ohio State University Libraries’ Collaboration Task Force, 2008
Deep Collaboration

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Modified from the Ohio State University Libraries’ Collaboration Task Force, 2008
“Two or more public entities agree to create another legal entity or establish a joint approach to work on a common problem, fund a project, or act as a representative body for a specific activity”
Joint Responsibility

“... to give it our all and allow our hard work to decide the outcome, to understand that control can only be achieved with a shared responsibility”

Yehuda Berg
Robust Resource Allocation
Transformative Continuum

low investment / low reward

- Contact
- Cooperation
- Collaboration
- Convergence

high investment / high reward

- Gunter Waibel
Examples of Deep Collaboration
What is 2CUL?

Transformative and enduring partnership between Columbia and Cornell University Libraries

Deep integration of resources, collections, services, and expertise
2CUL Goals

- Increase productivity and responsiveness
- Reduce/eliminate duplication where possible
- Enhance quality
- Promote innovation
- Build and redirect resources to new areas
2008
Open Source
Developed by academic libraries
Partners pay $80k-$100K
Partner must agree to develop the software
Built-in resource sharing functionality
Our Kuali OLE Partners

Duke University
kuali foundation
The University of Chicago
INDIANA UNIVERSITY
The Bloomsbury Colleges
University of London
UF For OLE Florida Partnership
LEHIGH UNIVERSITY
kuali
open library environment
VILLANOVA UNIVERSITY
Penn University of Pennsylvania
The Andrew W. Mellon Foundation
University of Maryland
Partnership 60 Major Research Institutions

Mission: “...Collecting, organizing, preserving, communicating, and sharing the record of human knowledge”

About 11,000,000 volumes & growing
### Functional Framework

**Governance**
- Mission and Goals
- Decision-making
- Budget
- Finances
- Policy
- Planning

**Enterprise Management**
- Communication and Coordination with partner institutions
- Project Management

**Repository Administration**
- Hardware Configuration and maintenance
- Data Management (content storage, backup, integrity)
- Application Development
- Security
- Permissions
- Logging
- Content, Metadata, and Repository Specifications
- Disaster Recovery

**Content Ingest**
- Transformation
- Packaging
- Validation

**Bibliographic Data Management**
- Entity Description (record-level)
- Object identification (item-level)
- Bibliographic Data Ingest
- Data Availability

**Rights Management**
- Copyright Determination
- Copyright Review
- Copyright Information Management (rights database)

**Quality Assurance**
- Quality Review
- Content Certification

**Content Access**
- PageTurner
- Collection Builder
- Full Text Search
- Bibliographic Catalog
- APIs
- Research Center

**User Services**
- User Research
- User Support

**Outreach**
- Project Website
- Monthly Newsletter
- Papers and Presentations
- Potential Partners
- Surveys, Inquiries
- Repository Evaluation and Audit (TRAC, DRA/MCRA)

**Collection Development**
- Digital
  - Expansion Beyond Books and Journals
  - Selection of Content
  - De-duplication

- Print
  - Cloud Library
  - Relationship of Print to Digital

**e-Commerce**
- Print on Demand

**Legal**
- Risk Management
- Partnership Agreements
- Advocacy
HathiTrust

Pool resources to SOLVE long standing PROBLEMS

- Digital preservation and archiving
- Meaningful shared collection development
- Copyright
- Evolving standards for bibliographic information
- Government publication
Warehouse of metadata collected from many partners
“... offers a single point of access to millions of items—photographs, manuscripts, books, sounds, moving images, and more—from libraries, archives, and museums around the United States.”
1. A portal that delivers students, teachers, scholars, and the public to incredible resources

2. A platform that enables new and transformative uses of our digitized cultural heritage

3. An advocate for a strong public option in the twenty-first century
DPLA Partners

- Hubs – Large single collections
- Service Hubs – aggregators of regional collections
Minnesota Digital Library News & Events

Registration Is Open!
May 5, 2014

Registration for the June 3 MDL 12th Annual Meeting is now open! All MDL participants, partners, and interested professionals are welcome.

The meeting will feature a keynote presentation by Dan Cohen, followed by an update on MDL activities. In the afternoon, we’ll have breakout sessions on Minnesota’s collaboration with the Digital Public Library of America, MNopedia, enabling use of your digital collections with Creative Commons licensing, creatively visualizing digital collections, digital humanities projects from around Minnesota, and an introduction to the MDL for new attendees. Visit the annual meeting webpage to register.

Dan Cohen to Speak at the MDL 12th Annual Meeting
December 18, 2013

The Minnesota Digital Library will hold its 12th Annual Meeting on Tuesday, June 3, 2014 at the Continuing Education & Conference Center, University of Minnesota St. Paul Campus. We are excited to have as our keynote speaker Dan Cohen, founding executive director of the Digital Public Library of America (DPLA). The Minnesota Digital Library is a service hub to the DPLA, one of the initial six hubs to contribute collections to the DPLA. More information will be posted in early spring on the annual meeting webpage.

Learn more about the Digital Public Library of America, an initiative to bring together the riches of America's libraries, archives, and museums and make them available to the world.
Regional Collaborations
CLIC – Cooperating Libraries in Consortium

- Eight private academic libraries in Minneapolis and St. Paul, Minnesota
- Have been sharing resources as a consortium for 45 years
- Current shared system—III Millennium hosted at III
- Twice-a-day courier service between member libraries and Minitex
“Here you’ll find a fascinating snapshot of the lives, culture, and history of the people who shaped life on the prairies”

2007

- Concordia College Archives
- Dakota Mosaic
- Fargo Public Library
- NDSU Institute for Regional Studies & University Archives
- Prairie Public Broadcasting
- State Historical Society of North Dakota
- William E. Shemorry Collection
Collaboration is a Tool

How can we get people to collaborate more?

What does using collaboration add?
- What gains do we get in efficiency, services, or resources?
- What will it cost not to improve?
- What productivity will be lost working with others?
Making it Work

Adequate Resources & Commitment
PLUS Team Skills
Slightly Grumpy is Good

Well-managed conflict and a focus on objectives generates creativity.

“Six Common Misperceptions about Teamwork” R. Hackman, HBR Onpoint, Spring 2014
Get to Know Each Other

The longer team members stay together, the better they do.
Small teams are more effective, less frustrating

The Ringelmann Effect:
Individual efforts diminish as team size increases
Remote is a Disadvantage

Bring team members together periodically
Lead Teams to Self-Management

Keys to success:
1. Creating self-managing conditions – 60%
2. Selecting the right team – 30%
3. Real-time coaching – 10%
Stack the Deck

1. Clear statement of what success looks like
2. Adequate resources
3. Support services
Deep Collaborations are Too Big to Fail

Requires a commitment to significant Imagination and Perseverance
I’d like to hear from you now...

Please help me research deep collaboration in our region

http://goo.gl/DoJaUk