



OCLC Americas Regional Council Conference

# Supporting Applied Innovation in Your Library

---

ARNE ALMQUIST, LAMAR UNIVERSITY

SHARON ALMQUIST, NORTHERN KY UNIVERSITY

GLENN KNEEBONE, UNIVERSITY OF MONTANA – MISSOULA

CATHY KING, OCLC

#OCLCARC18





## Arne Almquist

Dean of the Library,  
Lamar University



## Sharon Almquist

Adjunct Professor  
Northern KY University



## Glenn Kneebone

Program Manager  
University of Montana - Missoula



## Cathy King

Global Product Management  
OCLC

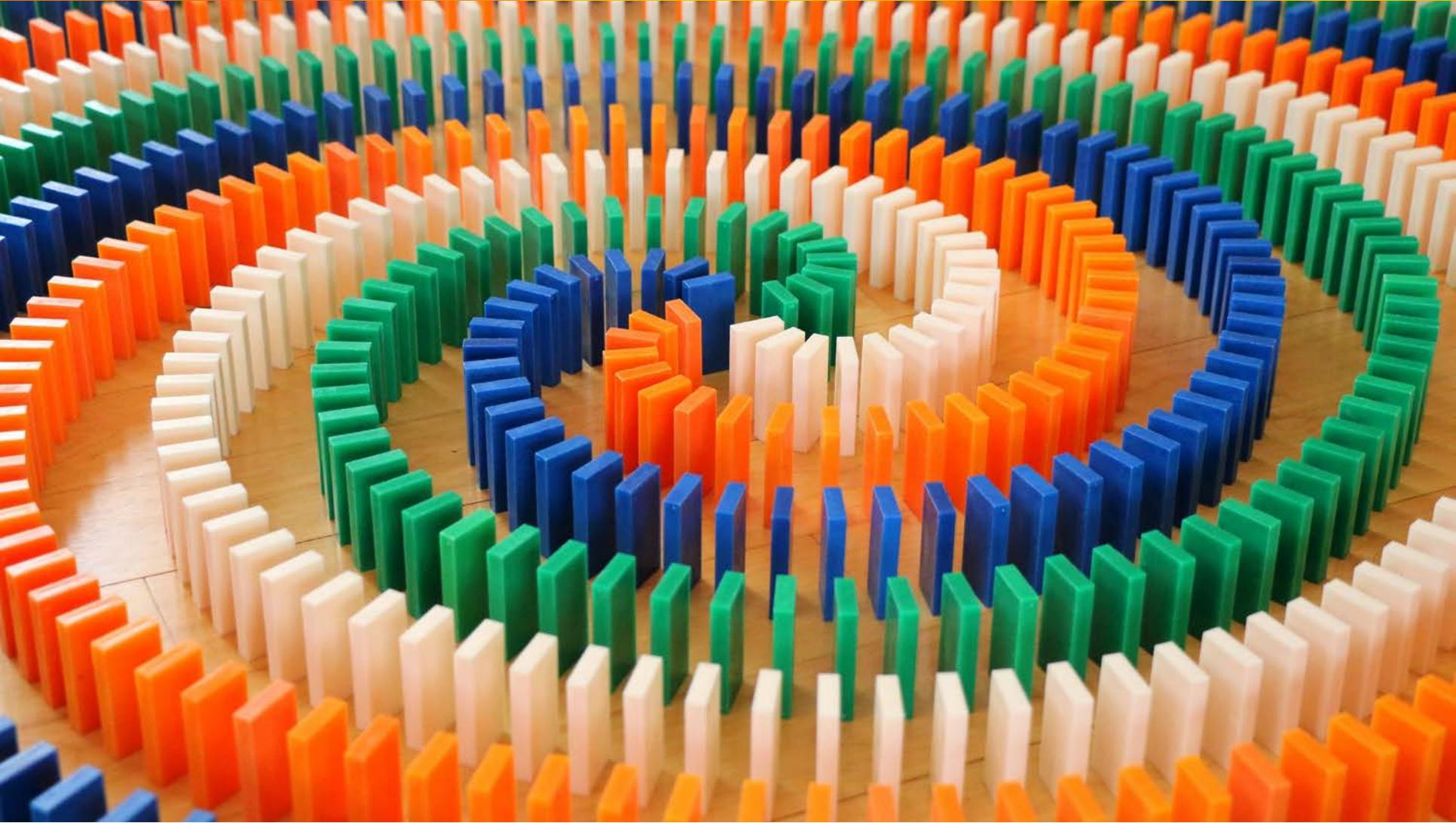
# How do we innovate?

**#OCLCARC18**





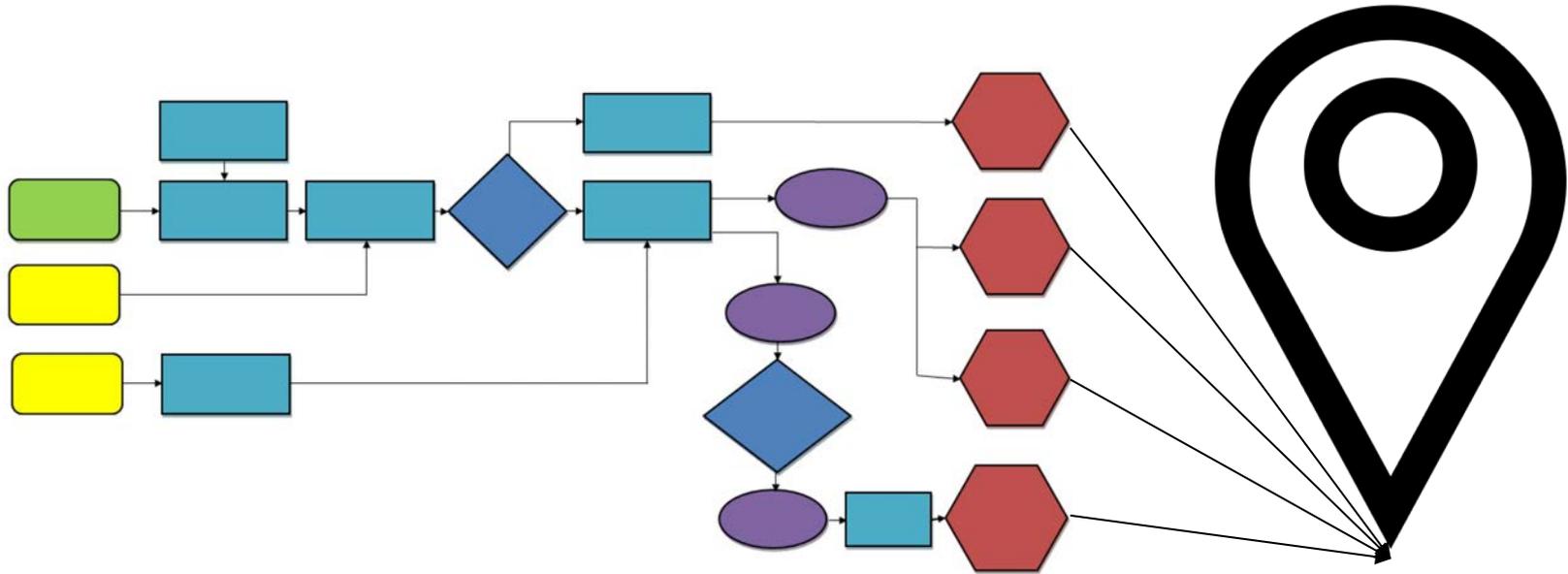
**#OCLCARC18**



# Begin with the end in mind...



...but utilize an agile, iterative process.



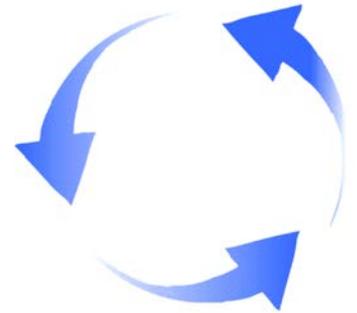
**The process matters.**

**#OCLCARC18**



# Getting closer to “customer-first”

- “The community is the heart of the library”
- Validate what you know
- Find out what you don’t know
- Map key user journeys
- Review what you’ve learned with someone else
- Use trends as headers for customer strategies
- Prepare to test and learn
- Listen, adapt, repeat



# A brief case study

**#OCLCARC18**



# Open Access

The screenshot shows the OCLC University search interface. At the top left is the OCLC University logo with the tagline "ORBIT BIBLIOTHECAL CONNEXAE". A search bar contains the text "cancer research" and a magnifying glass icon. To the right of the search bar is a menu icon and the text "Advanced Search". Below the search bar is a navigation bar with links for "Course Reserves", "Chat with a librarian", and "My Items (0)".

The main content area is divided into a left sidebar and a right main panel. The sidebar contains the following sections:

- Search Tools**
  - Group related editions
- Selected Filters**
  - Keep selections for next search:
    - Open Access
    - Libraries Worldwide
  - [Reset](#)
- Library**
  - Libraries Worldwide
  - State Library System
  - OhioLINK
  - OCLC University
- Content**
  - Full Text
  - Peer Reviewed (34208)
  - Open Access

The right main panel displays search results for "cancer research". The results are partially visible, showing titles and abstracts. A large blue arrow points from the left towards the "Open Access" filter in the sidebar.

# Open Access

The screenshot shows the OCLC University search interface. At the top left is the OCLC University logo with the tagline 'ORBS BIBLIOTHECAE CONNEXAT'. A search bar contains the text 'cancer research' and a magnifying glass icon. To the right of the search bar is an 'Advanced Search' link and a menu icon. Below the search bar are navigation links: 'Course Reserves', 'Chat with a librarian', and 'My Items (0)'. The main content area displays '14,566 results in Libraries Worldwide' and a 'Sorted by: Recency' dropdown menu. The first search result is for 'Cancer Nanomedicine: Journal of...', with authors 'Martin M. Pike' and 'Xiliang Luo'. A large blue button labeled 'Access online' with an external link icon is overlaid on the result. Below the button are icons for 'Cite', 'Link', 'Email', and 'Save'. The left sidebar contains filter options under 'Search Tools', 'Selected Filters', 'Library', 'Content', and 'Format'. The 'Open Access' filter is selected under both 'Selected Filters' and 'Content'. The 'Library' filter 'Libraries Worldwide' is also selected.

**Search Tools**

- Group related editions

**Selected Filters**

- Keep selections for next search:
  - Open Access
- [Reset](#)

**Library**

- Libraries Worldwide
- State Library System
- OhioLINK
- OCLC University

**Content**

- Full Text
- Peer Reviewed (12251)
- Open Access

**Format**

**Top 6 Formats**

- All Formats
- Article/Chapter (14550)

14,566 results in Libraries Worldwide

Sorted by: Recency

1. [Cancer Nanomedicine: Journal of...](#) Martin M. Pike [pikema@ohsu.edu](mailto:pikema@ohsu.edu), Xiliang Luo [xiliangluo@hotmail.com](mailto:xiliangluo@hotmail.com), Li...

Held by: OCLC University

No other editions or formats

(20130305)

[Access online](#)

[Cite](#) [Link](#) [Email](#) [Save](#)

2. ... formats

... (201410): 83

# More big ideas?

**#OCLCARC18**



# 50%

of all searching  
will be through  
a Voice User  
Interface by  
**2020**









# Sharon Almquist

Adjunct Professor, Northern KY  
University

# Ideation/Creativity Techniques

# It All



# With YOU!

# Starts



#OCLCARC18



# The 5 P's



## 1-Passion-

Why can't we do something about this situation?

How can we make it better?

Communicate with your colleagues!

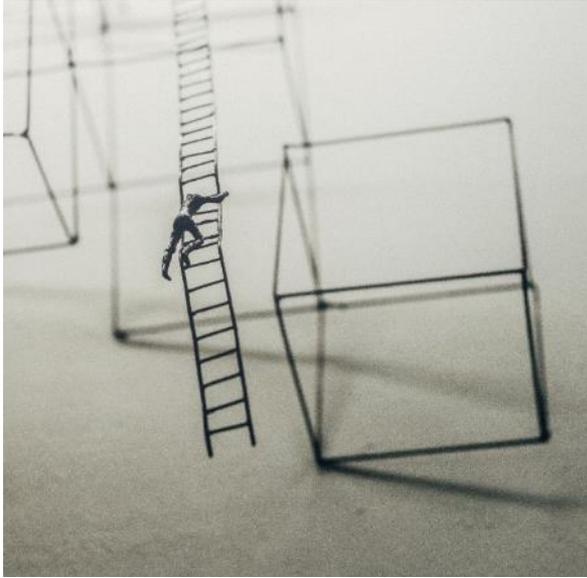
# The 5 P's

## 2-Perseverance-

Be an optimist-even when others see obstacles not opportunities

Understand rejection-turn it positive with improvement

Once approved-stick with it without becoming monomaniacal



# The 5 P's

## 3-Promotion

Create value

Bring solution to fruition

Convince others





# The 5 P's

## 4-Planning

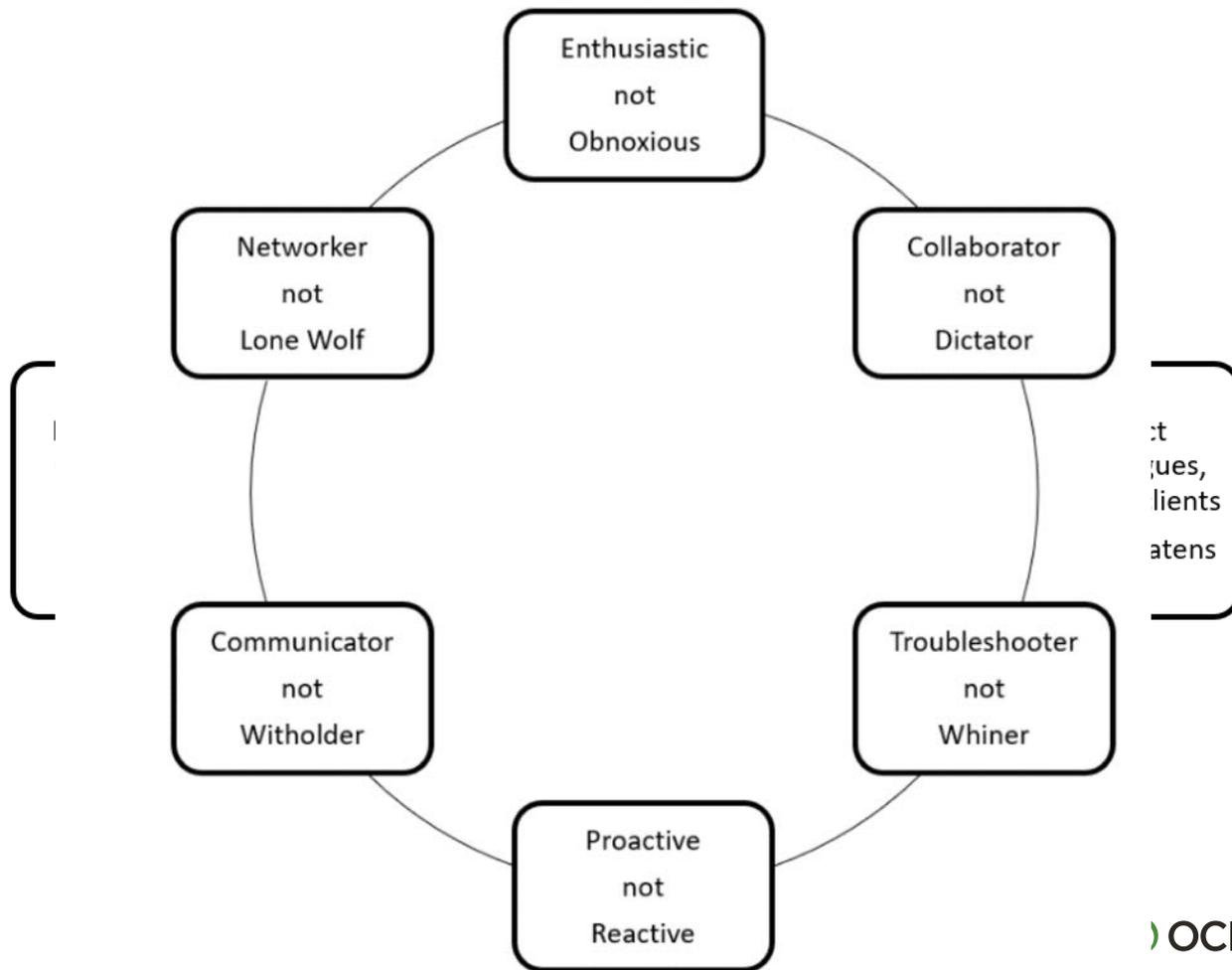
Short/long-range attainable goals

Plan for success

Failure = learning

Avoid persistent planners

## Successful Change Agent Characteristics



# Self-Confidence



What do you fear?

- Success more than failure
- Ridicule or Public humiliation
- Covert backbiting, criticism, sabotage, blame
- People saying your idea is stupid or impossible

What is the worst thing that can happen?

You have to look for another job!

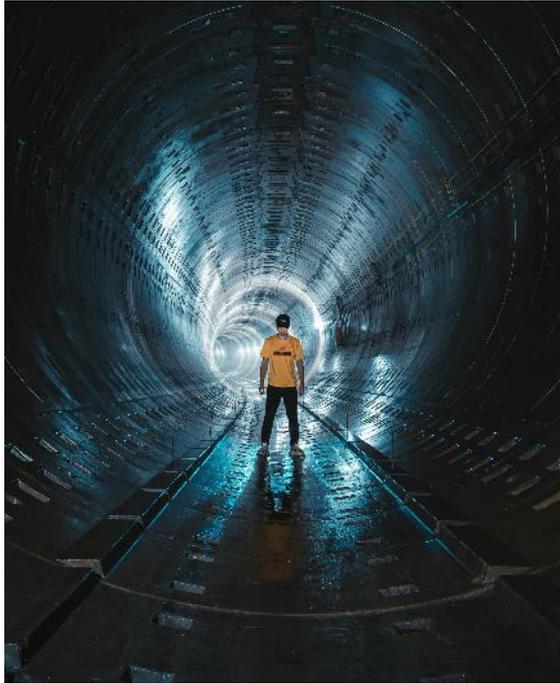
# Embrace Risk!



## Risks?

- Calculated
- Accept ambiguity and variables
- Your reputation
- Your time
- Your creativity
- Your ability to communicate and collaborate
- Your ability to inspire

# Finding Your Way to Success



Ideas and brainstorming – begin

Client-needs assessment – gather information

Think through ideas – fine tune concepts

Create, modify, expand – SCAMPER

-**S**ubstitute, **C**ombine, **A**dapt, **M**agnify, **P**ut to other uses, **E**liminate, **R**everse/**R**earrange

Distill – *all ideas are not created equal* – assessment, discussion, feedback

Define value – express the idea, the outcomes

SCORE analysis – strengths, challenges, options, responses, effectiveness

Screening, research - feasibility study

# Pitch the Idea-Get Others to Join



Support & Buy-In

Create an Elevator Speech

Define the pitch

Accept “no” – ask for advice

Present to right audience

Embrace acceptance

Run pilot tests and gather feedback

Consider funding – internal and external

Create your team



## Arne Almquist

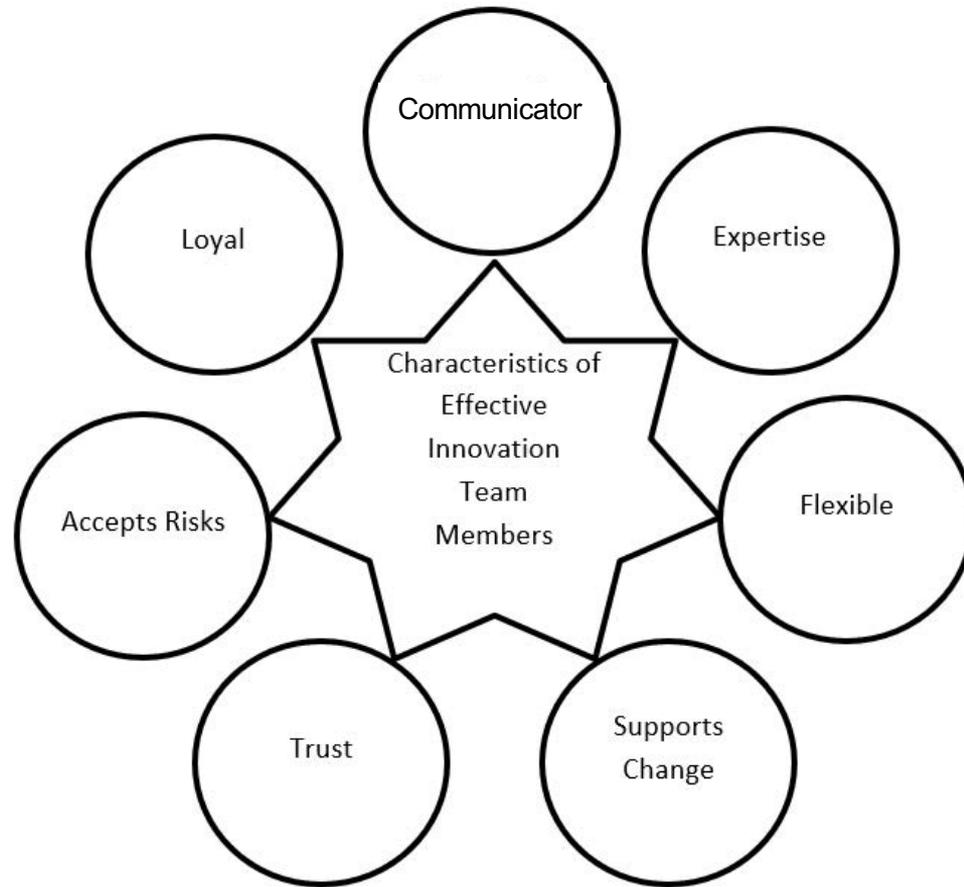
Dean of Library, Lamar  
University, Beaumont, TX

# Relationships-Teams



Buy in and commit time/resources  
Supported by administration  
Successful team = formal, but  
flexible

Characteristics of members  
Assign roles & responsibilities  
Managing – reports, documentation,  
milestones, timetables, priorities  
Rewards & incentives



# Relationships-Teams



Within organization  
Short-term contract  
employees

Unpaid volunteers

Students

External partnerships

Other disciplines

# Managing the Project



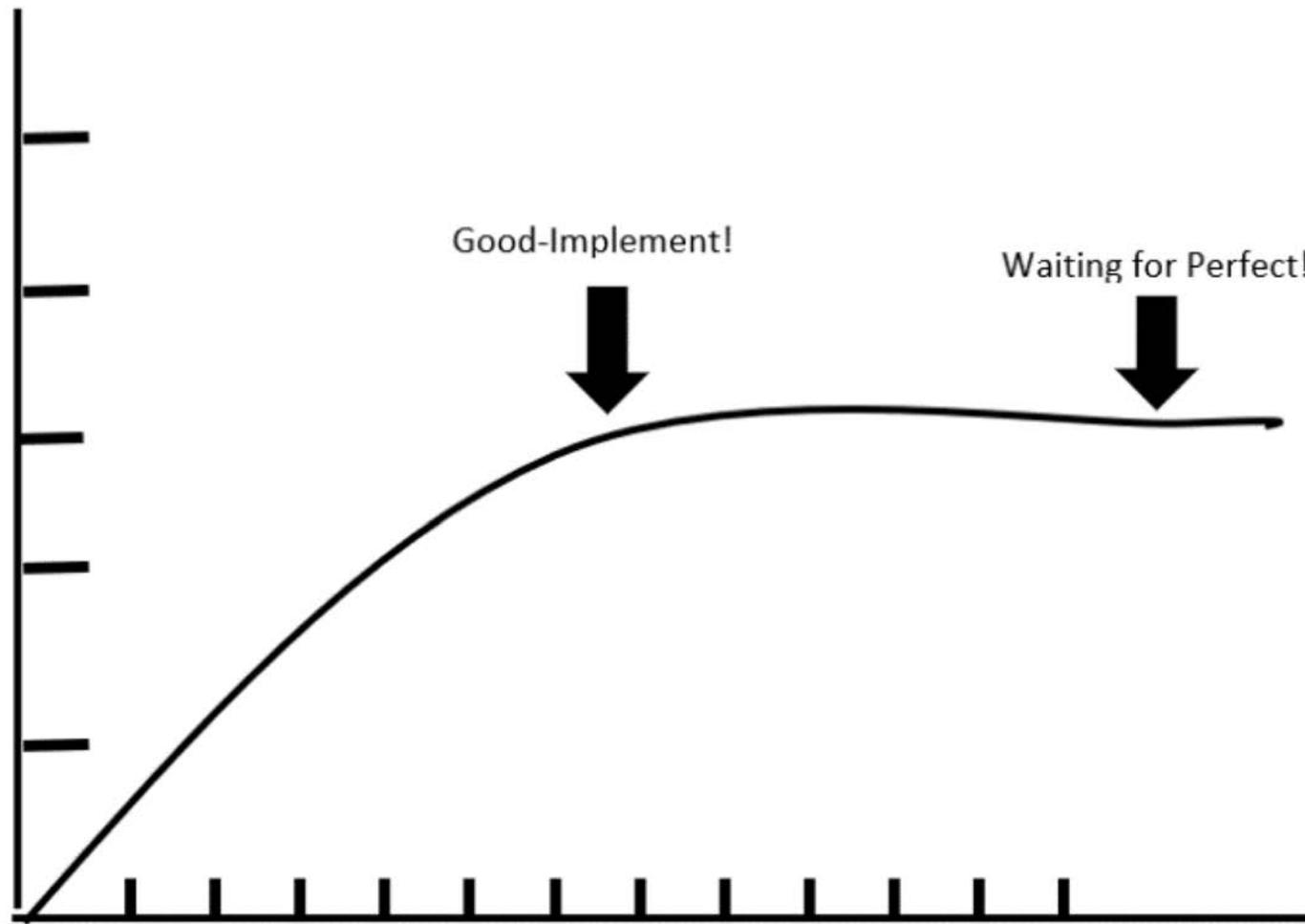
Organize plan  
Set deadlines-communicate  
Establish budget  
Manage process to  
    completion - feedback  
Success=effective delivery of  
    new service/happy users  
Failure = learning experience  
    -new opportunity

# Focus



Big picture-Dream big  
Key components  
Don't let perfect get in  
the way of good  
Never take "no"  
personally  
Did people know they  
needed the iPhone?

Q  
U  
A  
L  
I  
T  
Y



Time + costs (staff time) + impact on user interest

# Glitz and Glamour to Nuts and Bolts

## Implementing Innovation in your Library



# Glenn Kneebone

Program Manager

University of Montana - Missoula

Maureen and Mike Mansfield Library



#OCLCARC18





UNIVERSITY OF  
**MONTANA**

**#OCLCARC18**





Maureen and Mike  
**Mansfield Library**  
UNIVERSITY OF MONTANA

**#OCLCARC18**



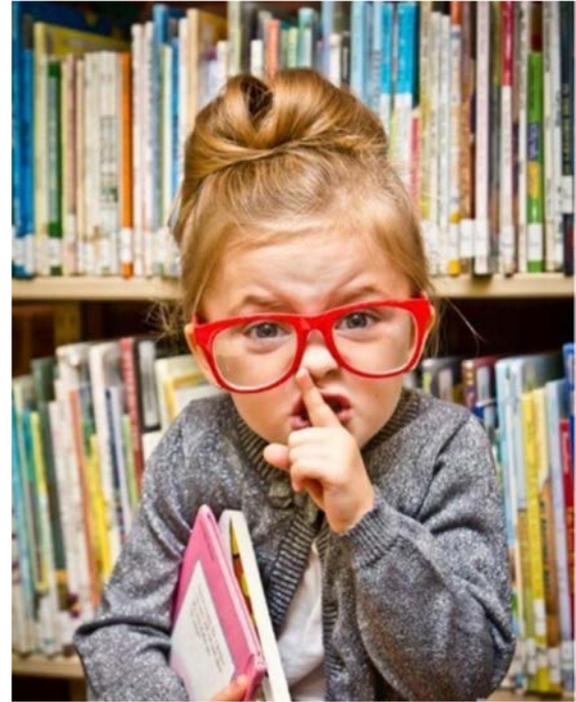
# The nuts and bolts

- Should you offer new services or create new innovative spaces if you don't a line of funding for staff support?
- What will be the other costs one need to consider?



# Support Constraints

- Don't let the notion of a perfectly polished and refined model of service and support be an inhibitor for innovation in your library



# Staffing Logistics

- Staff needs are sometimes difficult to anticipate but we are part of the library world!
  - Other library folks tend to be a helpful bunch of people. They are a great resource
- A well received service can serve as justification for additional staffing



- In our case, the service staff impacted were already quite busy and there was no possibility of additional staff positions



## Reworking role descriptions was necessary

- My position was rewritten to include innovative technology exploration and the travel associated with it
- I was approved to create higher-level student positions to assist with more specialized services
  - A well-paid student who is given responsibility and managerial support serves a vital role

# Is the reallocation of support justified?

- Queue the strategic plan...
  - Where are you headed?
  - What is the cost/benefit of redistributing staff time from existing services?
  - Do you see any potential silver linings to changes in role descriptions?

- What were the silver linings?
  - My hair...
  - Better job buy-in with my student employees and their positions
  - A model for other positions to be changed with greater efficiency.



# Focus on the opportunity

- It was clear that traditional services were falling out of demand and new directions were necessary
- Specialized equipment and expert services were increasing in demand
- There was an increasing need to justify our existence on campus

# How do I estimate the long-term costs

- Replacement or updates
  - Life expectancy of equipment
  - Life expectancy of service
- Damage by patrons
- Maintenance
- Auxiliary costs
- Repurposing the space when life cycle of service is up

# How do you measure success?

- Metrics
- Anecdotal (gasp!)
  - “Failures” in an innovative service are not true failures
    - Example: A professor stating that Virtual Reality is “\$#!&”
  - Influx of new inquiries related to innovative technology or spaces
  - Stories are far more compelling than numbers.
- Buzz / Media Coverage
- Emulation and attention



# What were the biggest payoffs?

- Stories of success
  - “I now have a place where I can...”
- Strategic alignment of services
  - As a library, our projects have earned us recognition and positioned well to be better supported as our university embarks on a complete revamp of its operations
    - Never waste a crisis
- Donors respond well to applied innovation

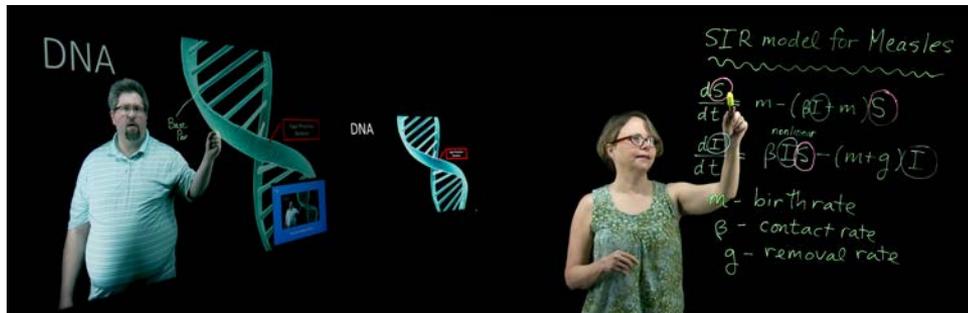
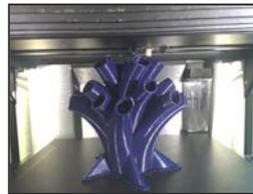
# What are some of the human costs of success or failure?

- The pace of innovation can be draining
- Increased expectations to continue the trend of innovation can be overwhelming
- Traditionalists may become contentious
- Frustration associated with new technology or processes

- The monetary impact of investing in technology that quickly becomes eclipsed
- Detractors emphasizing failures as a disaster and not as a teaching moment

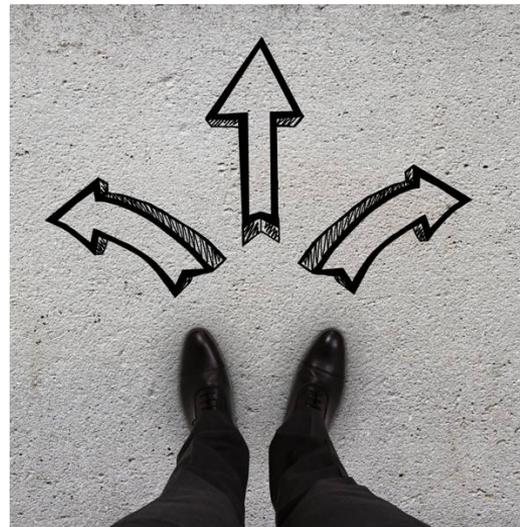
# Our Projects:

- 3D Printing and creativity equipment (art printing, laser cutting, etc.)
- Video Studios
  - Presentation / Interview / Practice
    - Based on One Button Studio by Penn State
  - Teaching / Graphic integration
    - Based on Lightboard Studio by Dr. Peshkin at Northwestern
- Virtual Reality



# Good ideas, staffing, and funding are not enough

- Buy-In
  - Be strategic in how you gain buy-in
    - For us, the most resistance to creating non-traditional spaces and services was internal



- Example: Studio Spaces
  - **Strategy: Create momentum for plan external to the library**
    - Benefit:
      - Feedback
        - Both pro and con – allows modification and revision
        - Direct / concrete cases of support
        - Uncovered new potential roles or audiences for the space
      - Created advocacy and promotion beyond our reach

To achieve this strategy we approached select individuals who we felt may be beneficiaries of our proposal

- **Student body government**

- Received the endorsement of the student body government

- **Our student employees**

- A vital resource and a very good group to vet ideas with

- **Non-Library Faculty and Department Leaders**

- Support from a cross section of Deans and Chairs

- **Non-Library Staff**

For our first studio, the inertia provided the justification to overcome internal resistance, justify the change of use for the space, and provide solid footings for the use of funding for the project.

For the second studio, the strategy resulted in funding by multiple other departments even when our university was facing enormous budget and employee cuts.

# Reducing internal resistance

- Have a strategic vision
  - Helps you say no to good ideas and why without discouraging engagement
  - Provides direction to resource allocation and staffing duties
- Create a culture of change and innovation
  - Support staff and faculty to attend events geared toward innovation
  - Encourage ideas, even when they are outlandish, seemingly impossible, or completely impractical.



OCLC Americas Regional Council Conference

**THANK YOU**