



# Shifting Gears:

## **Gearing Up to Get into the Flow**

Ricky Erway and Jennifer Schaffner

### **Second Edition**

Foreword by Merrilee Proffitt



# Shifting Gears: Gearing Up to Get into the Flow

**Second Edition**

**Ricky Erway**

Senior Program Officer

**Jennifer Schaffner**

Program Officer

Foreword by Merrilee Proffitt

Senior Program Officer



© 2007, 2017 OCLC Online Computer Library Center, Inc.

This work is licensed under a Creative Commons Attribution 4.0 International License.

<http://creativecommons.org/licenses/by/4.0/>.



First edition October 2007.

Second edition June 2017. Original publication republished with a new foreword, cover and minor updates.

OCLC Research  
Dublin, Ohio 43017 USA  
[www.oclc.org](http://www.oclc.org)

ISBN: 978-1-55653-528-4  
doi:10.25333/C3159X  
OCLC Control Number: 988033850

**Please direct correspondence to:**

OCLC Research  
[oclcresearch@oclc.org](mailto:oclcresearch@oclc.org)

**Suggested citation:**

Erway, Ricky, and Jennifer Schaffner. 2017. *Shifting Gears: Gearing Up to Get into the Flow*. 2nd Ed. Dublin, OH: OCLC Research. doi:10.25333/C3159X.

---

## FOREWARD TO THE 2017 EDITION

---

In 2007, OCLC Research and the Society of American Archivists convened the Digitization Matters meeting to explore barriers preventing institutions from scaling up digitization of special collections. At that time, the Google Books project<sup>1</sup> and the Open Content Alliance<sup>2</sup> had opened a floodgate of digitization of books in libraries, which caused us to ask, what inhibits us from digitizing special collections materials at high volume? The report *Shifting Gears: Gearing Up to Get into the Flow* summarized those ideas for making digitized special collections more ubiquitously available.

Much has changed in the library and external landscape in the ten years that have elapsed since *Shifting Gears* was published. The iPhone was introduced in 2007, ushering in a new generation of smartphones. This not only has resulted in an increasing number of people who always have a good, or even great, camera by their side at all times, but an expectation that they will be able to learn and share while on the go. The 2005 Greene-Meissner article “More Product, Less Process” (MPLP)<sup>3</sup> was cited as an inspiration by several of the Digitization Matters speakers and in the subsequent decade MPLP was embraced by the archival community, shifting both backlogs and archival practices, including description. Archives and special collections reading rooms have shifted their policies around the use of personal cameras. The special collections community has begun to grapple with the special challenges of “born digital” collections. Unique and distinctive collections have been recognized as being an important part of a research library, perhaps the thing that will set libraries apart from one another in the future. Sessions about linked data are on every conference program, while conversations around diversity, equity and inclusion are on the front burner for most institutions.

Amidst this change, we continue to seek how we can effectively digitize special collections and improve discovery and access, no matter the portal or platform. It is not only critical that our collections are made available on the internet, we must provide them frictionless passage to the environments that our communities seek them.

We are republishing *Shifting Gears* on its tenth anniversary as OCLC Research and the OCLC Research Library Partnership reconsider our work agenda around unique and distinctive materials. Our intention is that this report, in addition to other work we produce in the coming year, will provide a framework for community action.

Merrilee Proffitt  
Senior Program Officer  
OCLC Research

1. See [https://en.wikipedia.org/wiki/Google\\_Books](https://en.wikipedia.org/wiki/Google_Books).

2. See [https://en.wikipedia.org/wiki/Open\\_Content\\_Alliance](https://en.wikipedia.org/wiki/Open_Content_Alliance).

3. Greene, Mark A., and Dennis Meissner. 2005. “More Product, Less Process: Revamping Traditional Archival Processing.” *American Archivist* 68, no. 2 (fall/winter): 208–263. <http://www.archivists.org/prof-education/pre-readings/IMPLP/AA68.2.MeissnerGreene.pdf>.

---

## CONTENTS

---

Introduction.....	5
Access vs. Preservation—Access Wins! .....	6
Selection Has Already Been Done.....	6
Do It ONCE (Then Iterate) .....	7
Programs Not Projects .....	7
Describing Special Collections: Take a Page from Archivists .....	8
Quality vs. Quantity—Quantity Wins!.....	8
Discovery Happens Elsewhere .....	8
Brother Can You Spare a Dime? .....	9
Conclusion.....	10
Appendix: Digitization Matters: Breaking Through the Barriers .....	11
Notes .....	12

---

## INTRODUCTION

---

As a community, we have spent more than two decades painstakingly pursuing the highest quality in our digitization of primary resources. Through Google Books, the Open Content Alliance and similar efforts, book collections are flying off the shelves and finding their way to users in digital form. In a world where it is increasingly felt that if it's not online it doesn't exist, we need to make sure that our users are exposed to the wealth of information in special collections.

Katie Hafner, in *The New York Times* article, "History, Digitized (and Abridged)," quotes Edward L. Ayers, historian and president emeritus of the University of Richmond, as saying:

---

There's an illusion being created that all the world's knowledge is on the Web, but we haven't begun to glimpse what is out there in local archives and libraries. Material that is not digitized risks being neglected as it would not have been in the past, virtually lost to the great majority of potential users.<sup>1</sup>

---

Scaling up digitization of special collections (here defined as non-book collections, such as photographs, manuscripts, pamphlets, minerals, insects or maps) will compel us to temper our historical emphasis on quality with the recognition that large quantities of digitized special collections materials will better serve our users. This will require us to revisit our procedures and policies. Should we be digitizing for both preservation and access, or optimizing procedures primarily for access? How can our selection approaches help us maximize both throughput and impact? Have projects produced reusable infrastructures? What is the appropriate level of description for online materials? How can we make smart partnership agreements in order to build a collective collection that will be valued by a broad audience?

This report endeavors—like the Digitization Matters forum that inspired it (see appendix)—to challenge its audience to take a fresh look at approaches to extending access to the special collections in libraries, archives and museums. The forum speakers were asked to be provocative, not to represent what they or their institutions have done, but to focus on ideas for significantly increasing the scale of our digitization activities. Because of this somewhat unusual approach—and because so many of the ideas were further developed in the open discussions—we're not providing attribution for each idea, but rather summarizing the outcomes of the forum as a whole.

The report, like the forum, focuses on digitization and related processes, but intentionally does not encompass technical specifications for various formats, born digital materials nor rights issues (which warrant similar essays for each topic). It intends to be provocative. Not all of the ideas presented here will apply to a particular situation, but hopefully they will stimulate consideration of appropriate ways to move forward.

Special collections are stuck in an eddy, while the mass of digitized books drift by in the current of the mainstream. We need to jump into the flow or risk being left high and dry.

## Access vs. Preservation—Access Wins!

Many of our digital initiatives have stressed the importance of preservation, leaving access as an afterthought (the idea being if you capture preservation-quality; you can always derive an access copy). In reality, due to the very special nature of these often unique materials, we will always preserve the originals to the best of our ability. In light of recent programs for the mass digitization of books, if special collections and their funding continue to be marginalized, our administrations may not keep us around to attend to the originals.

In the past, we've soothed our doubts by repeating the mantra, "we'll only get one chance to do it, so it's got to be done right." Experience has shown that that is not, in fact, the case. Often we do go back when the technology improves or when we better understand our users' needs. We need to put on our helmets now and go for the biggest bang for the buck in terms of access.

## Selection Has Already Been Done

We often speculate what would be appropriate for scholars and what could attract the general public. Scholars can make new discoveries in just about any materials they can access and the general public often eagerly delves into that which we thought might not interest them. We've spent a lot of time guessing what will be useful to our users, but we need to spend more time learning from our users (and listening when they tell us) what they want.

There are three reasonable means to determine what to digitize:

1. Scan as materials are accessioned. If we've carefully appraised and acquired collections that are suited to our missions, those collections are worthy of digitization.
  - a. For collections known to be of great interest and that lend themselves to digitization, think about scanning the entire collection rather than making decisions about which bits.
  - b. Otherwise think about scanning the first chunk, or a box of correspondence, or samples from several parts of the collection.
2. Scan on demand. Scholarly and casual use of our collections identify materials that are likely to be used again. As materials (whether a single item or a boxful) are requested for reading room use, circulation, reproduction or interlibrary loan, digitize them and make the digital versions available to everyone, by dropping them into the collection- or series-level descriptions. In this way, our initial selection of collections combines with their selection of items to float materials in likely demand to the surface.
3. For collections receiving minimal description or that are in the backlog, scan signposts and then devote more effort as use and interest warrant. The Greene/Meissner study<sup>2</sup> persuaded us to expose tips of the icebergs, by means of multilevel descriptions and minimal processing. This approach can be extended to digitization. Quick, representative scans can bring our collections out of the shadows and into the light. Both scholars and casual searchers can see the representations of some parts of the collection on the web. Some might choose to follow up to figure out what lies below the surface of the web.

We've already done the selection. Stop making decisions. If it's not valuable, why do we have it? If it's useful, researchers of all stripes may want it—but only if they know it's there.

## Do It ONCE (Then Iterate)

Don't get further behind. Do the scanning as an integral part of the initial accessioning and processing, rather than taking extra time to make another pass. Don't let newly acquired collections enter directly into the backlog.

We can make some compromises on image resolution and detailed metadata for the scans. High-level description with some representative scans may be enough (and is certainly better than keeping the collection off-limits, waiting for the rainy day that may not come). Make scanning and processing a collection into a single unified process, so you only need to touch it once.

However, once you've got all your collections represented on the web, you now have a basis upon which to determine where to apply further effort. Examining use is a great way to learn about researchers' needs. Trueswell's 80/20 observation<sup>3</sup> suggests that 20% of library materials will satisfy 80% of requests. Iterate once you've identified that 20%.

This iterative process will ensure that any extra effort is warranted. We can devote time to more meticulous metadata as appropriate. We'll go back to scan more or at higher quality when it's justified. Lather, rinse, repeat.

## Programs Not Projects

We need to provide, on the internet, what researchers want and use. To do this, we need to embed this mission-essential commitment to digitizing archival materials throughout our libraries, archives and museums.

Early digitization projects have focused on cherry-picking for topical projects. Now we find our vast collections represented by a relatively small number of gorgeous images, lovingly selected, described and presented in deep web portals. These hand-crafted digital presentations don't begin to reflect the breadth of materials in our institutions. Digitizing our rare and unique materials must be integrated into the operating budget. Like processing. Like conservation. Like creating catalog records or finding aids.

Greater access is a significant part of our professional responsibility. Digitization is an important part of access. All other important processes have budget, staffing and infrastructure, why should digitization be different?

To do a better job of providing access to our collections we must integrate digitization into all workflows and user services. To help establish priorities, those describing the collections should engage in public service discussions, put in some time on the reference desk, and analyze requests received via e-reference. We should embrace collaboration at all stages in the research process. We can work with our researchers and curators and archivists and librarians and registrars and IT at every step to plan, implement and operationalize the digitization of special materials.

Increasing access to special collections needs to be programmatically embedded across the enterprise. Continuing to give these activities "special project" status implies that providing access is not mission-essential.

## Describing Special Collections: Take a Page from Archivists

Stop obsessing about items. Everything that is digitized does not need to be painstakingly described. Archival control distinguishes organic collections from description of distinct books and museum objects. Let's embrace that collection management strategy as well as the standards and practices of managing collections and hierarchies, not necessarily items.

This practice can be effective for archive, library and museum collections, whether they consist of manuscripts, photographs or specimens. Start at the top, at the collection level, then think how to group materials, stressing the relationships between the materials.

While serious researchers value the description and organization that we bring to collections, after they've discovered a useful resource, they're willing to contact us should they need more detail.

We should consider opening our finding aids and other descriptions for user contributed amendments and commentary. They may be willing to make corrections, expand the descriptions, even provide transcriptions of handwritten materials. We could consider asking researchers using unprocessed or minimally processed collections to pitch in; they may know more about the content than we do.

We should also think about the way we present our descriptions. We keep treating our bibliographic records like catalog cards and our finding aids like type-written documents. Our practices may be meaningful for us, but they are not intuitive to users. The content needs to be presented in new ways to be more helpful to our online users.

## Quality vs. Quantity—Quantity Wins!

Well-intentioned efforts to help the community have contributed to the dire situation where special collections risk marginalization. RLG and others have stressed capture and description at the highest quality level possible. Funders have been drawn to support boutique curation of compelling collections. None of these approaches allow primary sources to have the significant exposure to users that they so richly merit.

Vast quantities of digitized primary materials will trump a few superbly crafted special collections. Minimal description will not restrict use as much as limiting access to those who can show up in person. We must stop our slavish devotion to detail; the perfect has become the enemy of the possible.

Instead of focusing on measuring the output of catalogers, we should put more effort into measuring the impact on users. Once we know which materials are in demand, we can devote our efforts to more exhaustive scanning, higher quality scans, enhanced metadata and text conversion—on the content that will most benefit our users.

## Discovery Happens Elsewhere

Our intricate attempts to describe and present a few choice collections have resulted in expensive, but little-used, websites. And the rest of our collections remain largely invisible.

We need to stop thinking of our lovingly crafted sites, designed specifically for a particular collection, as the only way people will discover our content. While researchers value the description and organization that we bring to collections, they don't want to have to consult dozens of specialized sites to find what they need.

Usage will increase when we take a small, but critical, extra step to expose the content to search engines and aggregators, who then make it accessible in places where users are more likely to find it. And given that users who discover our materials in this way are likely to drop into the middle of a collection, we need to make it easy to link to contextual information.

We will not be the only distributors of our content. Our emphasis should go to making our content harvestable, collectible and indexable by others who are more successful at reaching broad audiences. We should redirect some of our efforts from building stand-alone sites to finding out where our users spend their time and ensure that our materials are discoverable in those locations.

## Brother Can You Spare a Dime?

All digitization and description is expensive and there is so much to be done. As a community, we need to find ways to get funding—without selling out.

After the lower hanging fruit—the books—are done, private companies will probably be increasingly interested in forming partnerships to digitize special collections. Perhaps they could take a particular format (like photos, maps, manuscript pages) and develop scanning stations and industrial strength workflows that suit the format and function at scale. They could help us crawl out of the (book) cradle and start playing in the (special collections) sandbox.

However, we need to ensure that in any public/private arrangement, our needs are given as much weight as our partner's desires. The National Archives and Records Administration has set a good example by identifying internal principles to serve as guidelines in negotiation agreements.<sup>4</sup>

We should also ensure that the partnerships we enter into allow us to make the resulting content openly accessible so that we don't preclude important uses and functionality that will be desired by future scholars.

Getting grant funding in the past seemed to require identifying a "sexy" collection and maximizing its specialness in the ways we described, digitized and presented it. A lot of money went toward creating barely visited web sites. And a lot of institutions created preservation-quality images that they, in fact, had no way to sustain in the long run.

Grant-giving agencies should be encouraged to support projects that put permanent processes in place for ongoing operations. They might follow the National Historical Publications and Records Commission's lead in sponsoring initiatives that help to establish scalable processes that can be used again and again.<sup>5</sup>

But most important we all need to stop thinking in terms of individual projects and instead think in terms of ongoing mission-essential operations.

---

## CONCLUSION

---

All these measures will help us to begin to keep pace with mass digitization of books. As we increasingly share a collective collection of books, it will be our special collections that distinguish cultural repositories. We can hide those treasures in our backlogs or behind custom portals—or we can push them out into the light of day.

---

## APPENDIX: DIGITIZATION MATTERS: BREAKING THROUGH THE BARRIERS

---

### SCALING UP DIGITIZATION OF SPECIAL COLLECTIONS

On August 29, 2007, RLG held a forum, co-sponsored by the Society of American Archivists, and hosted by the Newberry Library. The agenda was to discuss how to advance digitization of primary sources, in light of the recent efforts toward mass digitization of books. Initially it was hoped that 60 people would register; registration was closed after two hundred registrants. It was clearly a timely topic.

The audience included directors, administrators and curators of special collections in libraries, archives and museums. We asked attendees to join us as we tempered our historical emphasis on quality with a recognition of the need for quantity—and suggested that they come with an open mind. We've asked a variety of speakers to go out on a limb, to think wild thoughts, to speak not from their institution's point of view, but to act instead as a catalyst for discussion. After each set of provocative ideas, the audience engaged in active discussions in the hopes of surfacing several suggestions that were implementable and identifying others that might benefit from further investigation. Surprisingly, those ideas that were meant to provoke met with very little resistance, but were instead welcomed as new ways to approach the road ahead.

The speakers were:

- Susan M. Allen, Getty Research Institute
- Susan Chun, Consultant
- James Eason, Bancroft Library, U.C. Berkeley
- Sharon E. Farb, UCLA Libraries
- James J. Hastings, National Archives of the United States
- Michael Jenkins, Metropolitan Museum of Art
- Bill Landis, Yale University Library
- Barbara Taranto, New York Public Library
- Sam Quigley, Art Institute of Chicago
- Günter Waibel and Ricky Erway, OCLC Programs and Research (Moderators)

The speakers' ideas and the audience discussion provided the fodder for the essay, "Suggesting a Shift," by Ricky Erway and Jennifer Schaffner. We're grateful to the speakers for starting this important discussion and to the audience for enthusiastically taking it forward. If you would like to listen to the forum, digital audio recordings are available in mp3 format at <http://www.oclc.org/research/events/2007/08-29.html>.

---

## NOTES

---

1. Hafner, Katie. 2007. "History, Digitized (and Abridged)." *The New York Times* 10 March. <http://www.nytimes.com/2007/03/10/business/yourmoney/11archive.html>.
2. Greene, Mark A., and Dennis Meissner. 2005. "More Product, Less Process: Revamping Traditional Archival Processing." *American Archivist* 68, no. 2 (Fall/Winter): 208–263. <http://www.archivists.org/prof-education/pre-readings/IMPLP/AA68.2.MeissnerGreene.pdf>.
3. Trueswell, R. L. (1969). "Some Behavioral Patterns of Library Users: The 80/20 rule." *Wilson Library Bulletin* 43(5), 458-461.
4. National Archives and Records Administration. 2007. *Plan for Digitizing Archival Materials for Public Access, 2007-2016*." Draft version of 10 September, available for public comment through 9 November 2007. <http://www.archives.gov/comment/nara-digitizing-plan.pdf>. [See, Appendix A: Nara Principles For Partnerships To Digitize Archival Materials.]
5. National Historical Publications and Records Commission. 2007. "Strategies and Tools for Archives and Historical Publishing Projects." Grant announcement. <http://www.archives.gov/nhprc/announcement/strategies.html>.



For more information about our work, please visit:  
[www.oclc.org/research](http://www.oclc.org/research)



6565 Kilgour Place  
Dublin, Ohio 43017-3395

T: 1-800-848-5878

T: +1-614-764-6000

F: +1-614-764-6096

[www.oclc.org/research](http://www.oclc.org/research)

ISBN: 978-1-55653-528-4  
RM-PR-215882-WWAE 1706