

**Günter Waibel**  
**Ricky Erway**  
OCLC Research

## **Think Global, Act Local - Library, Archive and Museum Collaboration**

**Note:** This is a pre-print version of a paper forthcoming in *Museum Management and Curatorship*. Please cite the published version; a suggested citation appears below. Correspondence about this report may be sent to [waibelg@oclc.org](mailto:waibelg@oclc.org).

### **Abstract**

While the collections libraries, archives and museums manage remain necessarily fragmented in the real world, potential users of these collections increasingly expect to experience the world of information as accessible from a single search online. The groundwork for success in a networked environment is laid in local collaborations, such as creating cohesiveness among libraries, archives and museum belonging to the same organization. This article introduces the library, archive and museum workshops held by RLG Programs at the University of Edinburgh, Princeton University, the Smithsonian Institution, the Victoria and Albert Museum, and Yale University, and presents the lessons abstracted from these day-long events. Additionally, it suggests strategies to spur local as well as global collaborative activities in the area of search and terminologies.

**Keywords:** archives; collaboration; content aggregation; digital heritage; libraries; managing change; museums; network effects; organizational change; search; terminologies

© 2009 OCLC Online Computer Library, Inc.  
6565 Kilgour Place, Dublin, Ohio 43017-3395 USA  
<http://www.oclc.org/>

Reproduction of substantial portions of this publication must contain the OCLC copyright notice.

### **Suggested citation:**

Waibel, Günter and Ricky Erway. 2009. "Think Global, Act Local – Library, Archive and Museum Collaboration." *Museum Management and Curatorship*, 24,4. Pre-print available online at: <http://www.oclc.org/research/publications/library/2009/waibel-erway-mmcc.pdf>.

Libraries, archives and museums (or LAMs) have each created an orderly world within their respective domains through the power of shared practices and standards. For the purposes of assembling a single body of library, archive and museum knowledge, however, these very practices and standards isolate cultural heritage institutions from one another. While the collections LAMs manage remain necessarily fragmented in the real world, potential users of these collections increasingly expect to experience the world of information as accessible from a single online search. How can library, archives and museum collections be made visible in a time where users have limited attention, institutions have limited budgets, but where offerings from the commercial world seem unlimited? How can cultural collections leverage the Googles, Amazons, flickrs and Facebooks dominating the networked environment? This article proposes that the answer lies in intensifying collaboration among libraries, archives and museums, and pursuing the vision of a more cohesive and efficient LAM community as a first step through action at the local level.

### **A Vision of LAMs on the Network**

When LAM descriptions and digitized content are available on the web, they tend to be hand-crafted, isolated, and largely unvisited. Supply and demand on the internet are increasingly aggregated through hubs that concentrate both data and users; content and services are increasingly syndicated for increased interoperability and connectivity. While LAMs are uniquely positioned to provide a rich user experience in terms of content, by dividing their content into small puddles of information on scattered websites, they dilute the compelling nature of their offering. As a number of studies indicate (Green 2006, Harley 2007), even academic users often value the just-in-time access of online search engines over the authoritative sources and color-accurate images potentially available on the owning institutions' websites.

Some users spend most of their online time in integrated environments like Facebook and expect everything they need to be accessible there. For others, the web is something they access via their phones or PDAs. Still others see the internet through disciplinary lenses. For LAM content to be truly accessible, it needs to be where the users are, embedded in their daily networked lives. A participant in the RLG library, archive and museum workshops (which are profiled in depth below) described this challenge to LAMs as follows:

“The outside world is largely unaware of what [we have] because they're not hitting it through the search engines. They're not stumbling across it in the way that they work, which is to start from Google rather than say, oh, I must go to [this campus] Web site.” (Zorich, Waibel and Erway 2008)

This challenge can only be addressed if libraries, archives and museums are able to harness their collective power and presence.

Disclosure of collections into online information hubs, social networking sites and search engines on an institution-by-institution basis is far less efficient than collective mechanisms for disclosing LAM content. For example, the “Find this book in a library” link in Google Books is only possible because libraries disclose their holdings to a central online resource (WorldCat.org), which subsequently resolves a user’s query to a library in their zip code.<sup>1</sup> To achieve the vision of a more unified online presence for LAMs, libraries, archives, and museums need to become less fragmented and more interconnected. Recognizing large-scale disclosure of a body of content into high-traffic online spaces as a common goal can become one of the compelling visions which create the enthusiasm for deeply collaborative relationships.

This is a time of disruptive change and uncertainty for cultural repositories, which at the time of writing are not only challenged to compete with commercial entities for the attention of their audiences online, but also by an economy in recession. By working together, applying collective attention and collaborative action to common challenges and solutions, not only can LAMs leverage network effects, they can also free up valuable time and resources to focus efforts on things only libraries, archives, and museums can do: meet local user’s needs, collect unique materials, and preserve those artifacts.

The idea of an information environment in which the entire world of knowledge is within a user’s grasp is as old as the very urge to collect. A brief glance at the history of libraries, archives and museums reveals that collecting activity in the West started with the very same holistic premise which makes LAM collaboration in the present day so compelling.<sup>2</sup>

The cabinets of curiosities assembled by gentleman scholars in the 17th and 18th century did not differentiate materials into what we consider today museum objects, library books and archival papers. These early collections represent an undifferentiating passion for knowing the world and collecting the evidence of all natural and cultural production. The gentleman scholar’s collecting activity explicitly aimed to unite the world’s information under one roof – however, access to this body of information remained the exclusive pleasure of the leisure class.

With the rise of democracy and the establishment of modern nation states in the 19th and 20th century emerged new ideas about how information should be collected, managed and shared. As a result, the world of information stratified into libraries, archives and museums: each type of material had its own dedicated domain. The gentleman scholar’s cabinets of curiosity became the founding collections of these modern institutions. To the state, these new institutions were an economic solution for managing and safekeeping the massive onslaught of cultural production in a modern nation; to the citizens of a democracy, these institutions responded to their expectations of transparency and public access to information.

In the present, we have come full circle. With the rise of the internet, the gentleman scholar's dream of the world of information at one's fingertip has been revived in the 21st century. Search engines have become the de-facto first stop for information gathering – an often-cited OCLC Perceptions Report from 2005 shows that 89% of college students claim that they start their quest for information with a search engine, as opposed to the 2% who start with a library website (DeRosa 2006). Not only are search engines the first stop for information gathering, they have also profoundly shaped our expectations of what it means to search. The ubiquitous single search box exemplifies the ideal of an integrated search across all relevant resources. An internet search becomes our present-day equivalent to entering the cabinet of curiosities. LAMs now have to find a way to work together in securing their space in this colossal virtual Wunderkammer.

The broad vision of unified access to LAM materials outlined above provides a context for collaboration among libraries, archives and museums. History reminds us that LAM collections started out deeply enmeshed, and the present day networked environment provides the opportunity to recreate the promise of a deeply interconnected LAM knowledgebase. While it is important to be mindful of this global network vision, it is equally important to focus on the local actions which will allow this vision to come to fruition. It seems unlikely that LAMs can successfully collaborate on the network level unless they have worked through issues of convergence in their own backyard. The groundwork for success on the network level is laid in local collaborations, such as creating cohesiveness among libraries, archives and museum belonging to the same organization.

### Collaboration as a continuum



**Figure 1: The Collaboration Continuum**

Whether the context is local, national or global, when thinking about collaboration, it is useful to take a closer look at the broad spectrum of collaborative activity. It reveals a gradual increase of interdependency in joint work which can be a useful means to gauge the potential pay-offs and risks of a collaborative relationship. Moving from left to right, the endeavor becomes more complex, the investment of effort becomes more significant,

and the risks increase accordingly. However, the rewards become far greater as partners move from singular, “one-off” projects to programs that can be truly transformative.

- The continuum starts with contact, when groups first meet to open up a dialog and explore commonalities. The “get to know you” nature of the meeting leads to the development of interpersonal relationships and a foundation of trust.
- The next point on the continuum is cooperation, where there is agreement to work informally on an activity with small, yet tangible, benefits. Often this is nothing more than working together to put on an event.
- Coordination is the next point on the continuum. When cooperative activities can no longer be done on an “as needed” basis, a framework is required to organize efforts, making clear who does what, when, and where.
- The next point on the continuum, collaboration, moves beyond those agreements to a shared understanding that none could have come to on their own. Information is not just exchanged; it is used to create something new, a transformation for the collaborating parties.
- The endpoint of the collaboration continuum is convergence, a state in which collaboration has become so extensive, engrained, and assumed that it is no longer recognized as a collaborative undertaking. At this point, each of the partners has freed up time to focus more productively on tasks only they are qualified to do.

The collaboration continuum and the stages it defines can be a helpful tool in evaluating collaboration, and consciously moving the appropriate activities to the next level.

### **LAM Workshops**

Universities and other organizations managing numerous LAMs have a vested interest in nudging their collecting units further to the right on the collaboration continuum. They are eager to reap the economies of LAM units working together toward common goals, and keen to present their users with a more coherent view of campus LAM collections. Collaboration across campus enjoys a head start, because individual units benefit from existing infrastructure. When RLG Programs launched an investigation into the current state of LAM collaboration, it seemed logical to concentrate efforts on campus (and campus-like) institutions that bring together different collecting units under one administrative roof.

The five LAM workshops, conducted in late 2007 and early 2008 by RLG Programs staff Günter Waibel, Ricky Erway and consulting facilitator Diane Zorich, aimed to surface information about existing collaborative activities and be a catalyst for deeper collaborations. The day-long events brought together 10-20 staff representing libraries, archives and museums from a single campus, and engaged them in a discussion which covered the gamut from obstacles and motivations to vision and planning.

The University of Edinburgh, Princeton University, the Smithsonian Institution, the Victoria and Albert Museum, and Yale University participated in the workshops. In each case, a “prime mover” kept on top of workshop planning and follow-up; a sponsoring

committee provided the conveners with background information and insured that the right people were included; and a campus dignitary endorsed the activity and kicked off the day. Each participating institution received a private report on the workshop day, and the final public report “Beyond the Silos of the LAMs: Collaboration Among Libraries, Archives and Museums” was released in September 2008 (Zorich, Waibel and Erway 2008).

The workshop started with a scene-setting presentation of motivational ideas, approaches, and tools by the RLG team. To remind everyone of successful collaborations to date, the group briefly discussed existing efforts. This segment surfaced simple collaborations around exhibits or events among multiple collecting units, as well as broad strategic collaborations which workshop participants could build upon during the remainder of the day.

Having set a positive tone for the meeting, participants were next asked to discuss what made collaboration difficult in their specific local environment. While many of the obstacles which emerged in the discussion were not surprising (overcommitment of units and individuals; separate database systems; cultural differences), others felt new and illuminating, such as the competitive relationship of units on most campuses. From fundraising to performance evaluation, the incentive mechanisms actually dis-incent cross-unit collaboration. During a discussion about factors which encourage working together, workshop attendees highlighted environmental catalysts which grease the wheels of collaboration, such as the availability of grant funding or an administrative mandate for joint work on a campus.<sup>3</sup>

The project team next tried to encourage the evolution of a shared vision. Participants were asked to set aside the past as well as any present-day limitations, and envision an ideal working relationship among campus LAMs. Under ideal circumstances, what would the local information landscape look like? Sometimes the brainstorming began with suggestions to improve current workflows and processes, but usually, the discussion quickly elevated to the user point of view. How would different audiences ideally interact with the institution’s collections? A composite of the various visions could read like this:

*Users should be able to easily find everything we have on a topic of interest. There should be a single place to look for everything. They should be able to search using familiar words and have the system automatically match their words to the words we use. Users should be able to discover something and then learn how to access it. They should be able to collect things and work with them. We should support the creation of new digital works. We should have closer connections to pedagogy.*

*Virtual cultural communities could form in a subject area commons. Experiences and reminiscences can be added to metadata, as well as tags to help others find what they seek.*

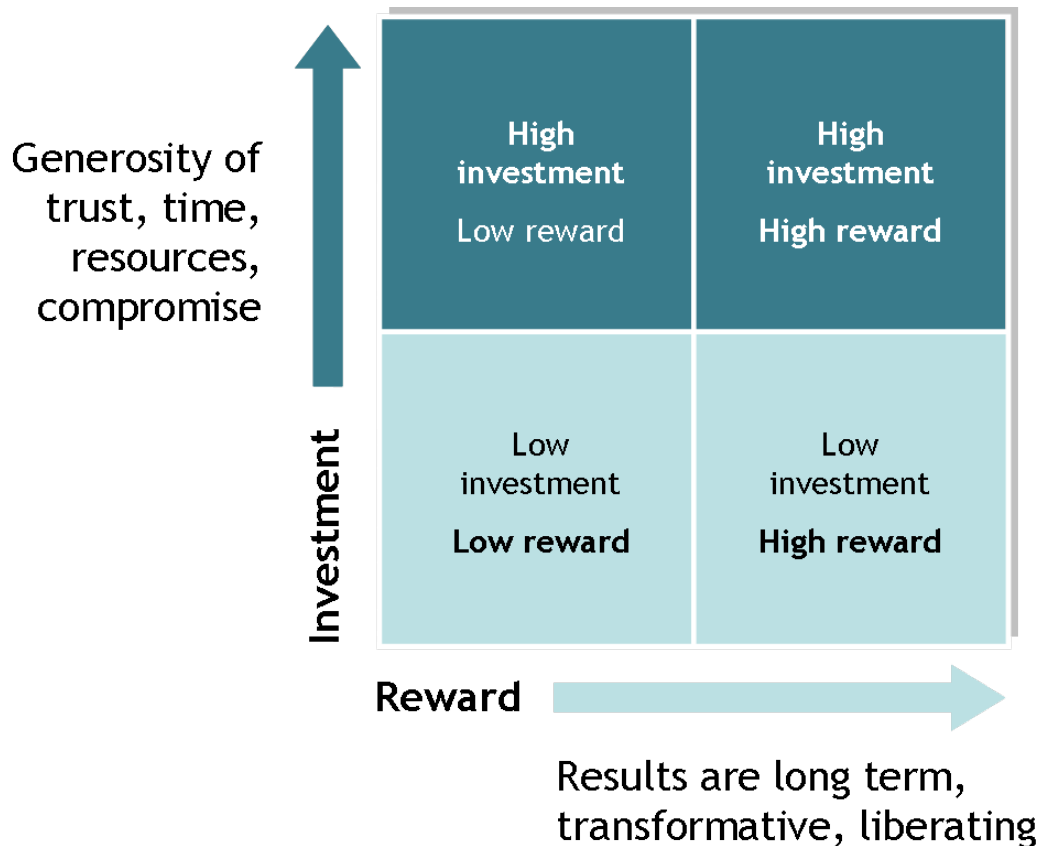
*Stable funding would help reap the benefits of collaboration. Digitization needs to be mainstreamed as a routine process, and there should be a single system for managing all*

*digital assets. Cross-domain standards would be adopted where reasonable. There would be internships for those training to be museum, archives, and library professionals.*

*Users should be able to find things without coming to the campus. If they are interested in a specific discipline, they should be able to discover materials pertinent to their field in the places they normally look. If they start with Google, they should find our collections there. We should link to related materials elsewhere – and to resources like Wikipedia, where users often look first.*

### **Transformative projects**

Having envisioned a desirable future worth pursuing, the group next brainstormed projects or activities that would move them closer to their ideal. A long list of diverse projects emerged, including ideas such as consistent policies for physical access to campus collections, or a digital media center to encourage the creative reuse of digitized collections in teaching and learning. Next, participants prioritized their projects based on their intrinsic merit and feasibility in the current environment. They were also asked to consider in each case whether the investment and benefit would be agreeably equitable across the LAM units.



**Figure 2: The Collaboration Quadrant**



The Collaboration Quadrant draws attention to the play between investment and reward. It defines “Investment” as the amount of time, resources, trust, and compromise necessary for a collaboration. “Rewards” are defined as the long-term, transformative and liberating impact of the collaboration. Ideas on the right side exemplify the spirit of deep collaboration, the ones on left correspond to more superficial working relationships. For any given project, different partners may place the same proposition into different areas of the quadrant. (For example, a partner who has built a trusted digital repository may find the idea of sharing it low reward, high investment, while the other partners may find it high reward/low investment.) All parties need to understand how others view the initiative, what they believe they are investing, and how they believe they will benefit.

Here is a sampling of the projects which survived the vetting process:<sup>4</sup>

- At the Smithsonian Institution, collaborative activities had a strong advocate in the Office of the Chief Information Officer, and a natural home in an existing committee structure, so workshop participants focused on a large-scale project this structure empowered them to proceed with: the development of a comprehensive digitization program for photographic collections.
- At Yale, a grant from the Andrew W. Mellon Foundation had spurred a wide range of highly successful individual collaborative ventures, so participants decided to seek an administrative base which would ensure the sustainability of collaborative work after grant funds have been expended.
- At the University of Edinburgh, LAMs had been pursuing acquisitions independently and with vastly differing financial resources. Workshop participants committed to creating a more unified collection development policy which better responds to the future needs of the campus, and will allow them to present a shared vision when campus-wide funding priorities are being debated.
- At the Victoria and Albert Museum, the National Art Library, the archives, and the prints, drawings, paintings, and photograph collections units had been integrated under the Word and Image Department in 2001. Workshop participants envisioned an initiative which would engage the remaining curatorial departments by digitizing all the items on exhibit on the ground floor of the museum.
- At Princeton University, a strong, service-oriented IT department allowed participants to forge a project that would support curatorial units across the campus through a single mechanism to maintain digital assets. While each unit wanted to use their own system for collection management and access, central provision of preservation for metadata and assets emerged as a compelling area for collaboration.

The final portion of the workshop was dedicated to sketching out how each campus would make progress on their chosen projects. They were exhorted to make specific plans. What administrative hurdles needed to be cleared? Who needs to approve? Who will seek that permission? When? Are there existing committees where this work can take place? Are new structures warranted? Who will make that determination? When will the first meeting be? ... When will the effort be complete?



While the project plans differed according to the specific situation of each institution, the workshop days overall were remarkably similar in character. One immediately apparent benefit was just being in the same room for a day with people who share many similar responsibilities, but who don't often get the opportunity to work together. The presence of an external facilitator created a neutral environment allowing all participants to contribute. Many people left the workshop radiant with possibilities, empowered by having found a shared voice, and more conscious than before that they were not alone in facing many challenges.

To help others implement similar events at their own institutions, RLG created a web page offering guidance as well as the agenda and presentation that were used for the RLG workshops.<sup>5</sup>

The projects chosen by the workshop sites showcase initiatives which allowed each of the visited institutions to advance collaboration within their specific context. The next section of this article offers speculations on further strategies which may help the LAM community make the most of its collections and resources.<sup>6</sup> The first idea, called "One Search," proposes a fix for a vexing local issue: how can institutions create an effective single search across all local resources? The second idea proposes a long-term vision for leveraging terminologies across libraries, archives and museums on the network, which would allow LAMs to reap efficiencies and benefits similar to copy cataloging in a library environment.

### **Act Local: One Search**

The ability to offer users a single search to find all the materials relevant to their topic was a big component of the ideal world that each of the LAM workshop sites envisioned. Each of them had an example of a topic that was richly represented in multiple collecting units, but for which there was no single mechanism to discover all the available resources. In some cases, that single search capability was something staff needed for their own work (e.g., for exhibitions, loans, photography, and events), but predominantly, it was considered to correspond to the needs of users such as faculty, researchers, students and the general public. Administrative reasons for wanting a single search functionality also came into play (e.g., to showcase campus collections for potential donors.) It is not difficult to imagine that any institution might share the desire to have a single place for users to find all campus resources, no matter what the topic of interest – and no matter whether the user was visiting in person or via the web.

To satisfy that need, some institutions have experimented with loading content from different sources into a single database. Others have experimented with federated searching. Metadata harvesting presents a third avenue of exploration. In nearly every case, though, they are unhappy with the results of their efforts and are seeking a better way.

The dissatisfaction is most frequently attributed to "poor mapping" between the data elements coming from disparate sources. It is often felt that if only the mapping were

better, the functionality would be improved, and results could be presented in a more meaningful manner. Some think the poor mapping is a characteristic of their chosen approach and if they go another route (metadata harvesting, collocation in a single database, federated searching - or even a different software product or standards solution for the same approach they just tried), the problem could be addressed.

To offer fielded searching of disparate data, the data has to be mapped and the lowest common denominator will prevail. Perhaps the mapping is not the crux of the issue. A completely different approach could be tried: offering keyword searching and letting go of fielded searching. Providing a single search box may be enough for most users. Perhaps when Google-like searching across several different sources is in place, creative approaches to viewing the results could be pursued. Various ways could be explored to rank results and to improve the basic result set. Use of structured data might be relegated to attributing relevance and presenting and assessing result sets. Automated processes might be able to identify personal names and geographic locations and to deduce subjects. There are many possibilities for exploration beyond the simple search box.

While a single search locally in and of itself does little to move collections to the network level, it responds to a widespread institutional need. Furthermore, the relationships this activity establishes, as well as the knowledge it generates about local collections, will help to eventually leverage this local aggregation for the network level.

### **Think Global: Leveraging Terminologies across the LAM**

In the library community, collaboration has been boosted by the possibilities inherent in the very format libraries predominantly collect: books and journals are typically mass-produced, and many libraries own a copy of the same item. As a result, libraries have long reaped the economic benefit of copy cataloging: libraries create a record and make them available to their peers through utilities such as OCLC or standards-based protocols such as ANSI/NISO Z39.50. Copying records costs less than creating records from scratch – this simple fact has firmly rooted collaboration into the fabric of libraries, galvanized the community to agree on standards, and allowed a supporting industry of systems vendors to flourish.

The Mellon-funded project Union Catalog of Art Images (UCAI) endeavored to replicate the success of copy-cataloging in the visual resources community. The premise: visual representations of artworks are redundant in slide libraries / visual resource collections across the country, and oftentimes replicate the work of describing the same surrogate. While the visual resources community benefited from UCAI in many ways, not least of which was the creation of the first VRA Core XML schema, ultimately the project did not deliver a production system for copy-cataloging. The final project report identified inconsistent data as the main barrier to clustering records and sharing them (Schottlaender and Barnhart 2006).

For collaborative efforts in reducing the cost of metadata creation, the focus so far has been largely on sharing records in their entirety. This approach has a number of

fundamental limitations: if you want to share entire records, you have to agree on a data structure and format, as well as on elaborate data content rules. Agreement on practices among participants has to be comprehensive, or, as UCAI illustrates, a production service is unlikely to succeed. Furthermore, copy cataloging only works for mass produced items, which rules out the vast amounts of rare and unique objects held by LAMs. In short, the applicability of copy cataloging is limited to reasonably homogenous communities describing redundant materials.

Current practices of library, archive and museum description contain a promising seed for an alternative approach. While pervasiveness in each community varies, all LAMs use authority files or controlled vocabularies to ensure consistency in their data. In practice, the borders between libraries, archives and museums are already blurring when it comes to the use of published terminologies: it is not uncommon for a digital library project to use the Art and Architecture Thesaurus (AAT; published by the Getty Research Institute) in their digital objects, or for an archive to employ Library of Congress Subject Headings (LCSH) in its finding aid.

Instead of focusing on the entire descriptive record as the basic unit for sharing, LAMs could work together on authority records as a more discreet collaborative unit. Whether describing mass-produced items or unique materials, the same basic concepts are of prime interest: places, names, dates, object types, to just name the most obvious examples. Enabling all communities with a vested interest in these concepts to contribute to an authority record would leverage the expertise of the entire LAM community, and create new economies of scale.

In this vision of LAM collaboration, the core of a descriptive record consists of pointers to relevant authority records. If the authority file gets updated, so does the local record. This distributed approach brings with it tremendous efficiencies: for example, basic multilingual access would be a matter of translating one set of authority records for the benefit of the entire LAM community, or mapping to an authority file in another language. The core activity of cataloging consists of finding the right pointer(s) to the right authority record(s), and aiding the distributed effort of updating and maintaining the authority file. (Needless to say, those feeling more comfortable with local copy of data could also store data locally and periodically sync up with the authority files.)

Moving all work on terminologies to the network level also has an impact on the ability to search materials efficiently. While LAMs currently make use of authority files and controlled vocabularies to ensure consistency of their data, an informal survey among nine professionals with library, archive, museum and visual resources backgrounds<sup>7</sup> suggest that the power of these terminology files largely goes untapped. By copying-and-pasting values from controlled sources into local systems, the rich knowledge inherent in terminologies (such as broader / narrower terms; alternate terms; related terms) is lost.

Terminology Services,<sup>8</sup> created by OCLC Research, is good example of how controlled vocabularies can be leveraged for searching. The experimental web-service makes a variety of vocabularies (among them the Library of Congress' LCSH, LCTGM and

GMGPC) available for machine-to-machine interactions. It can be used, for example, to expand a user query on “disasters” with the narrower terms in LCTGM (Bridge failures, Building failures, Droughts, Famines, Fires, Nuclear holocausts, Pier & wharf failures, Shipwrecks, War damage). In other words, when utilizing the service to mediate, a search on “disasters” would also retrieve records which do not include the term “disasters,” yet do include the term “fires.”

Moving terminologies to the network-level could become a force which helps libraries, archives and museums become a more cohesive LAM community, just as copy cataloging instilled a profound sense of collaboration in the library community.

### **Catalysts for collaboration**

Network-level terminologies can become a vision which acts as a catalyst for national and global collaboration, whereas a single search is a vision which already brings LAMs in campus environments together. The series of RLG workshops illuminated a number of organizational and environmental factors that can advance or hinder collaborations, and a compelling vision emerged as an important motivator. When present, these catalysts allow collaborations to flourish; when absent, they can be powerful obstacles in the journey to collaborative success. While these catalysts were abstracted from interactions with LAMs under the same administrative umbrella, arguably they apply equally in the context of unaffiliated libraries, archives and museums. The following exemplars stand in for the more complete exposition in the project report:

- **Vision** – For a collaborative idea to succeed, it has to be embedded in an overarching vision all participants share. This vision is what makes it worth the effort to overcome obstacles. If a collaborative effort succeeds, it becomes another step closer to the vision. If a collaborative effort fails, the vision itself still remains and the parties involved can regroup to strategize about a new attempt.
- **Mandate** – A mandate, expressly conveyed through strategic plans or high-level directives—as well as less formal modes of encouragement—can kindle and direct enthusiasm for collaboration. (On the flipside, the absence of a mandate can have a corrosive effect on activities as uncertainty about administrative backing dominates discussions.)
- **Incentives** – Staff evaluations and departmental assessments should include collaborative activities in their appraisals. Collaborative work should be supported through promotion, monetary incentives and public recognition. (In many instances, existing metrics for success often focus exclusively on individual units. Not only do they not promote the success of the collaborative whole, they actually pit unit against unit as they compete for donors, visitors and administrative attention.)
- **Change Agents** – At every stage, collaboration can benefit from the presence of a “change agent”—a trusted individual, department, or program that keeps the effort alive, injects it with a dose of resources (ideas, technology, staff) at the right time and keeps participants focused on the overall vision to which they are aiming.

- **Mooring** – Collaborations thrive and survive when they have an administrative mooring or a home base from which they can conduct operations, communicate with others, and incorporate their efforts into the broader mission of their institution. Collaborations that operate on the periphery of their institution's administrative structure have a difficult time situating themselves among existing committees or programs, and find it hard to get their voice heard among a cacophony of competing interests.

While not all of the identified catalysts are necessary for a collaboration to succeed, it is hard to imagine a sustainable collaborative effort that does not have at least some of these catalysts in place. The complete list of catalysts can be used as a checklist to assess the readiness of moving further to the right in the collaboration continuum (see Figure 1).

When moving from coordination to collaboration along the continuum, a working relationship crosses a notable threshold. As Ken Soehner pointed out in a 2005 RLG Forum, cooperation and coordination are additive – they don't change institutional behaviors, but layer on top of existing processes and structures. Collaboration, on the other hand, is transformative:

“True collaboration is different from coordination. It devises a new vision for a new way of doing things. It inevitably and fundamentally involves change. Collaboration is transformational and the elements, institutions and individuals involved in collaboration must change.” (Soehner 2005)

Collaboration changes behaviors, processes and organizational structures, and leads to a fundamental interconnectedness and interdependence among the partners, making this transformative change the hallmark sign by which true collaboration can be known.

Those transformative activities are what will put libraries, archives, and museums in position to take advantage of economies as well as technology and in turn become a transformative force for their audience.

## REFERENCES

De Rosa, Cathy. 2006. *College students' perceptions of libraries and information resources: a report to the OCLC membership*. Dublin, Ohio: OCLC Online Computer Library Center. <http://www.oclc.org/reports/perceptionscollege.htm>

Harley, Diane. 2007. "Use and Users of Digital Resources". *EDUCAUSE Quarterly*. 30 (4): 12-20. <http://net.educause.edu/ir/library/pdf/EQM0742.pdf>

Hedstrom, Margaret and John Leslie King. 2004. “On the LAM: Library, Archive, and Museum Collections in the Creation and Maintenance of Knowledge Communities.” In *Mapping Innovation: Six Depth Studies*. Organization for Economic Co-operation and Development 2004. <http://www.oecd.org/dataoecd/59/63/32126054.pdf>

Waibel & Erway: Think Global, Act Local – Library, Archive and Museum Collaboration.

Green, David. 2006. *Using digital images in teaching and learning perspectives from liberal arts institutions*. [United States]: Academic Commons.  
<http://www.academiccommons.org/files/image-report.pdf>

Schottlaender, Brian E. C. and Linda Barnhart. 2006. Further Development of a Shared Cataloging Resource for the Visual Resources Community: UCAI Phase Two. University of California, San Diego. [http://gort.ucsd.edu/ucai/doc/ucai2\\_final\\_report.pdf](http://gort.ucsd.edu/ucai/doc/ucai2_final_report.pdf)

Soehner, Kenneth. 2005. Out of the ring and into the future: the power of collaboration. Paper presented at the RLG Members Forum “Libraries, Archives and Museums—Three Ring Circus, One Big Show?”, July 14, 2005.  
<http://worldcat.org/arcviewer/1/OCC/2007/08/08/0000070504/viewer/file1201.doc>

Zorich, Diane, Günter Waibel, and Ricky Erway. 2008. *Beyond the silos of the LAMs: collaboration among libraries, archives and museums*. Dublin, Ohio: OCLC Programs and Research. [www.oclc.org/programs/publications/reports/2008-05.pdf](http://www.oclc.org/programs/publications/reports/2008-05.pdf)

---

<sup>1</sup> To see “Find this book in a library” in action, go to <http://books.google.com>, find a book, and then follow the link in the right-hand frame.

<sup>2</sup> For a more scholarly and less reductionist history of the rise of the modern LAM, please see Hedstrom and King 2004.

<sup>3</sup> Identifying these catalysts for collaboration remained a key objective for the workshops. They became a cornerstone of the public report (Zorich, Waibel and Erway 2008, 21-32) and are featured in more detail in a later section of this article.

<sup>4</sup> A complete description of all ten projects proposed by the five workshop sites may be found in Zorich, Waibel and Erway 2008, 16-19.

<sup>5</sup> See <http://www.oclc.org/programs/ourwork/collectivecoll/relationships/LAMworkshop.htm>.

<sup>6</sup> These ideas were inspired by conversations surrounding the LAM workshops, but do not represent projects the workshop sites committed themselves to.

<sup>7</sup> These interviews were conducted by Merrilee Proffitt and Günter Waibel in September and October 2008.

<sup>8</sup> The web-service prototype is at <http://tspilot.oclc.org/resources/index.html>.