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### Obligations and Opportunities

R David Lankes  
*Syracuse University*

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## Obligations and Opportunities

### Description/Abstract

A discussion of how library service should match how people build knowledge. It also discusses the obligation and power of libraries participating in their communities and society as a whole.

### Keywords

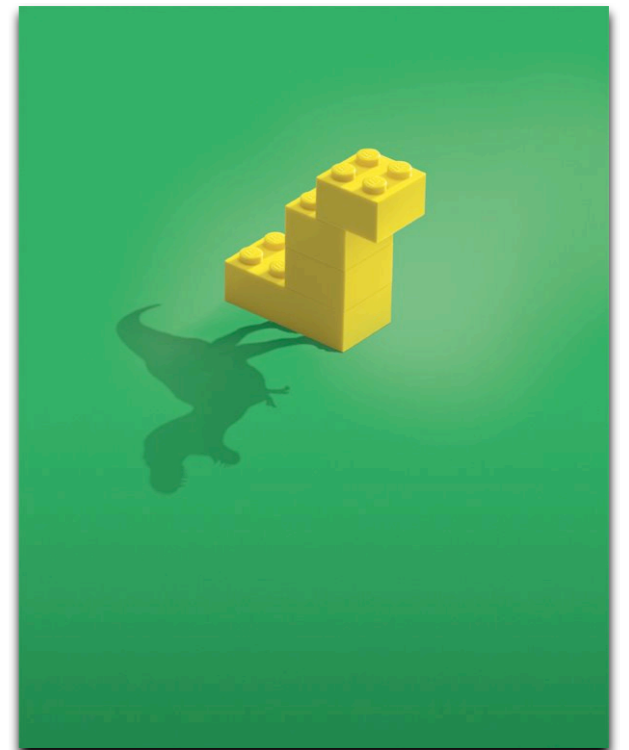
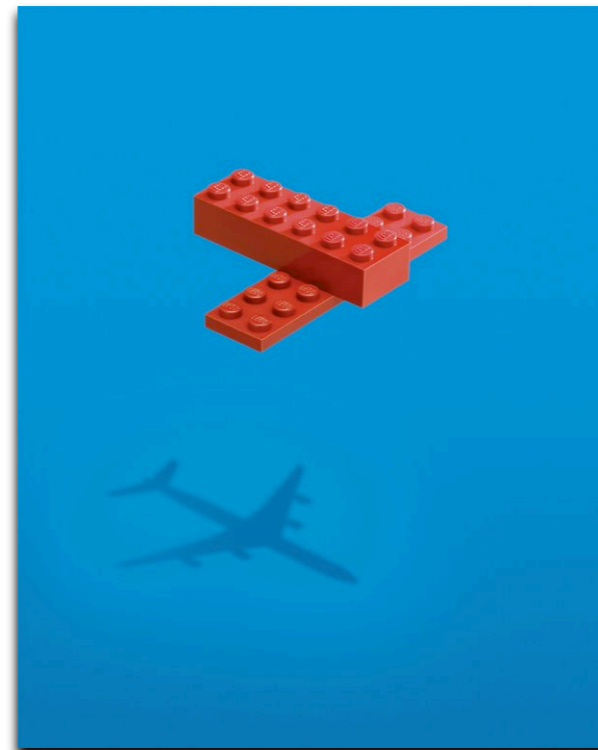
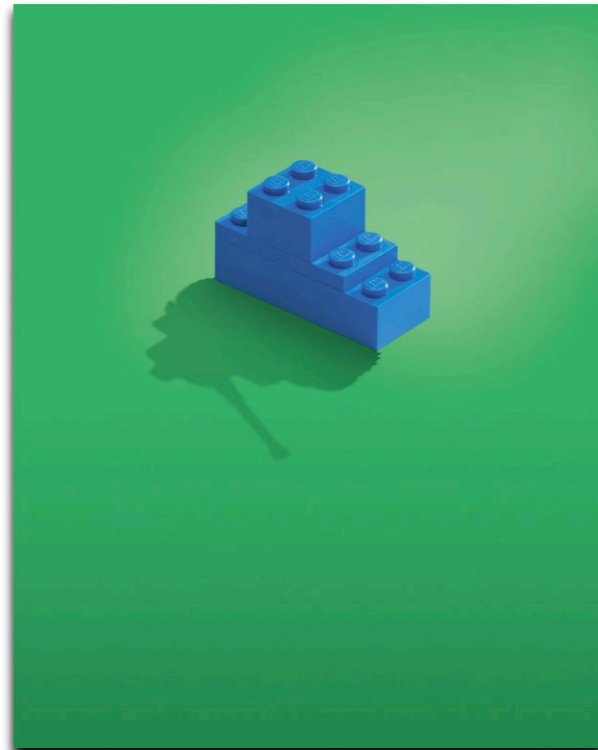
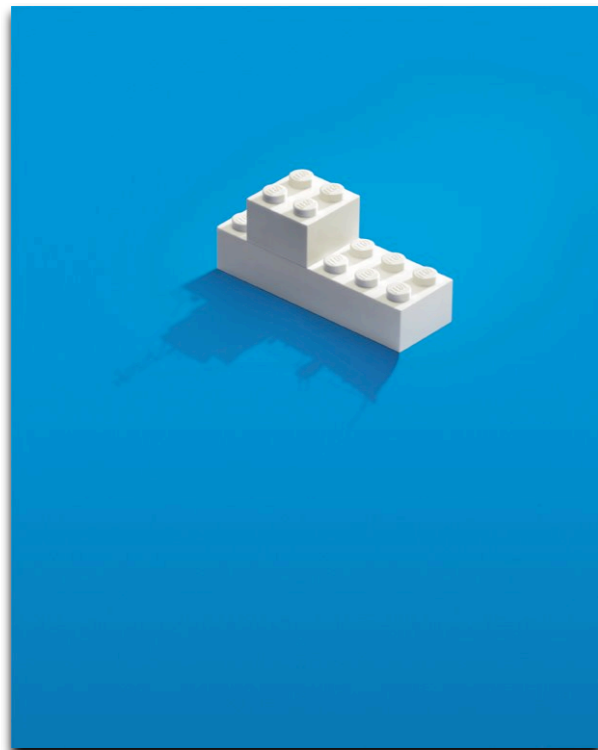
Librarianship

### Disciplines

Library and Information Science

### Additional Information

IMLS Grants to States Conference, Washington, DC, 2008. With audio and video files attached.



# Obligations and Opportunities

R. David Lankes

OITP Fellow • Slides: <http://www.DavidLankes.org>

# Common Logic of Librarianship

# Common Logic of Librarianship

- More Books Requires Inventory

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- More Books Requires Inventory
- Large Inventory Requires Classification

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- Large Classified Inventory Requires Automation



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# The Importance of Initial Assumptions

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- You End Up in Weird Places with False Assumptions

# The Importance of Initial Assumptions

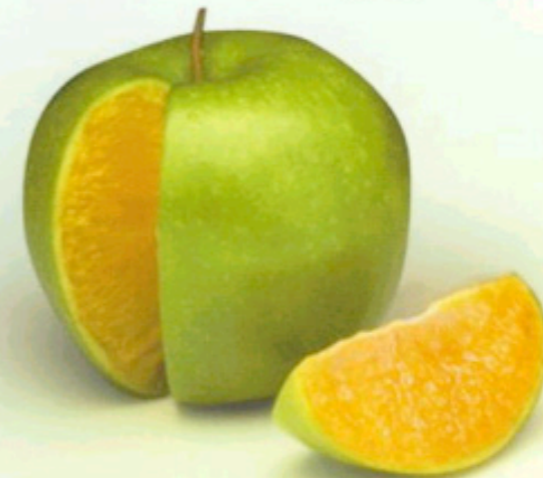
- You End Up in Weird Places with False Assumptions

## FREAKONOMICS

A ROGUE ECONOMIST EXPLORES  
THE HIDDEN SIDE OF EVERYTHING

**"Prepare to be dazzled."**

— Malcolm Gladwell, author of *The Tipping Point* and *Blink*



**STEVEN D. LEVITT AND  
STEPHEN J. DUBNER**

STEPHEN J. DUBNER

# Functional Logic of Librarianship

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# Functional Logic of Librarianship

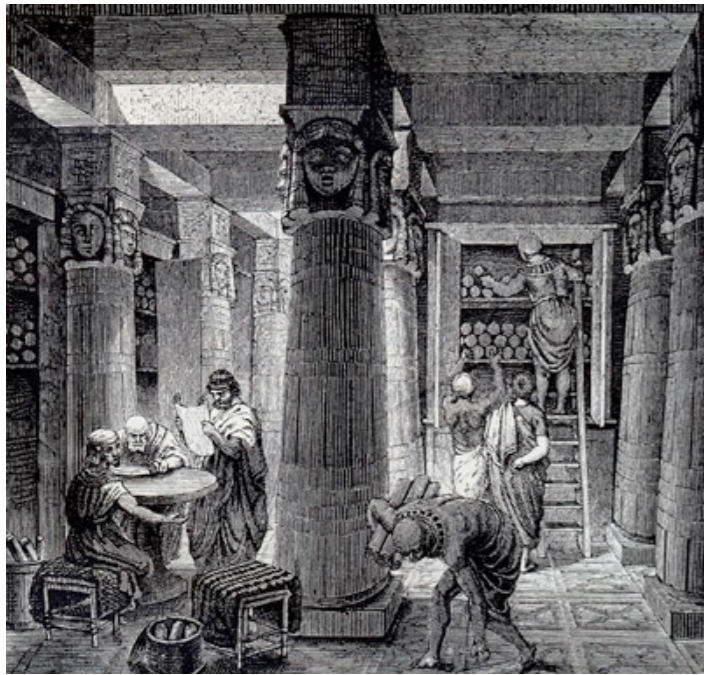
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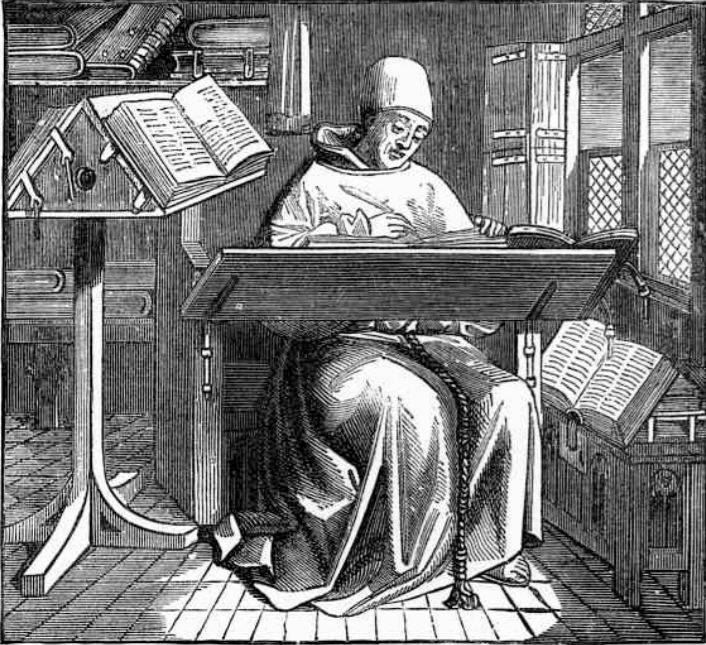
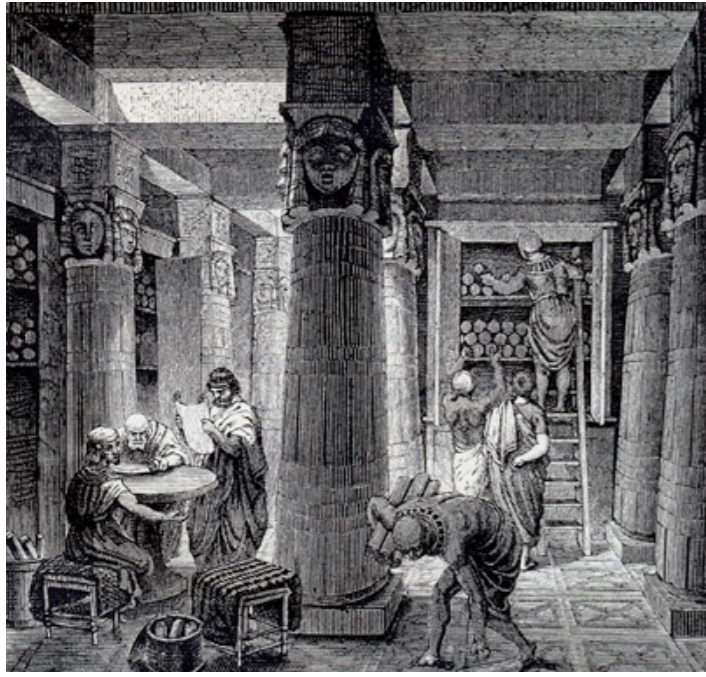


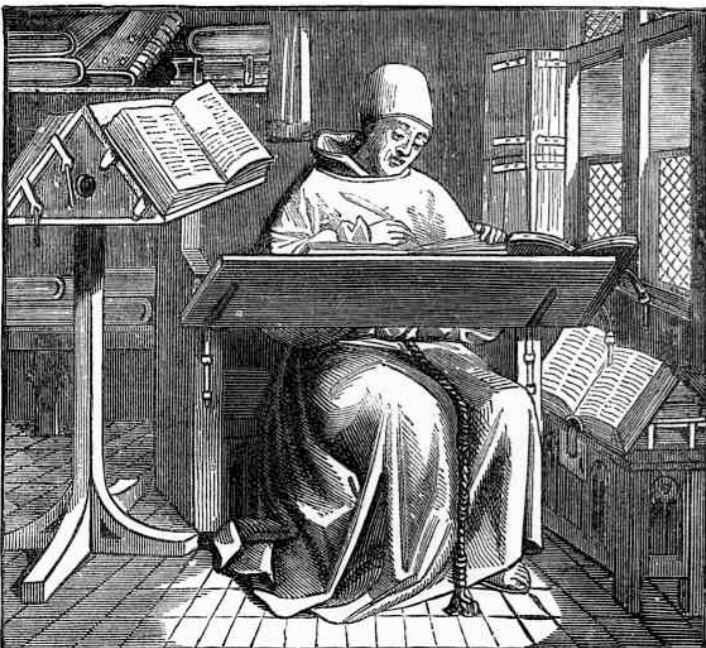
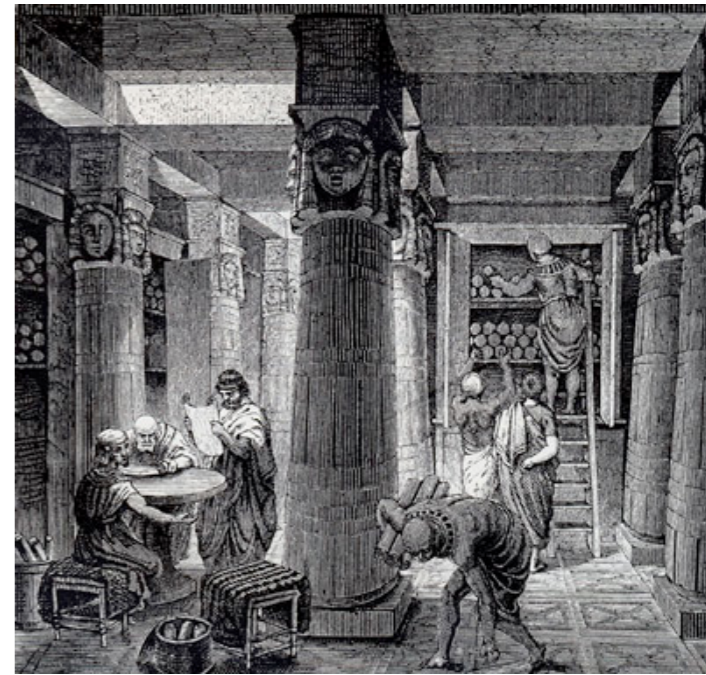


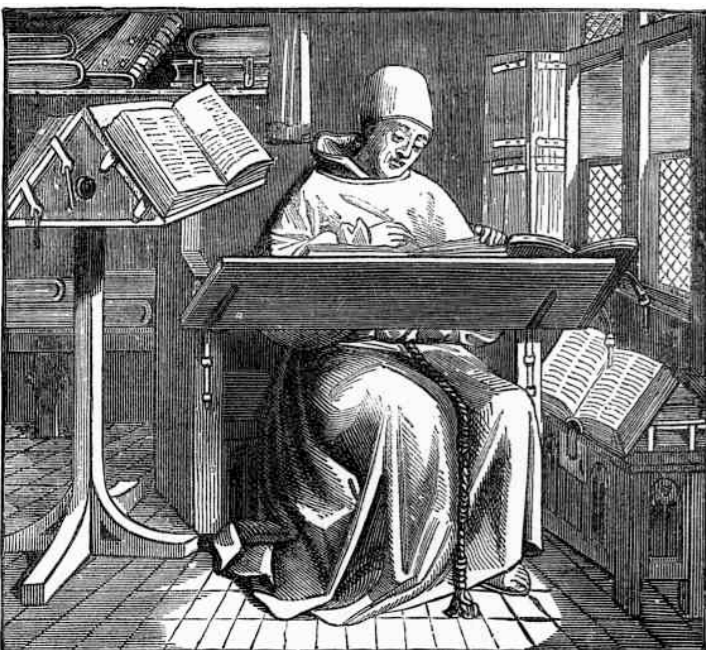


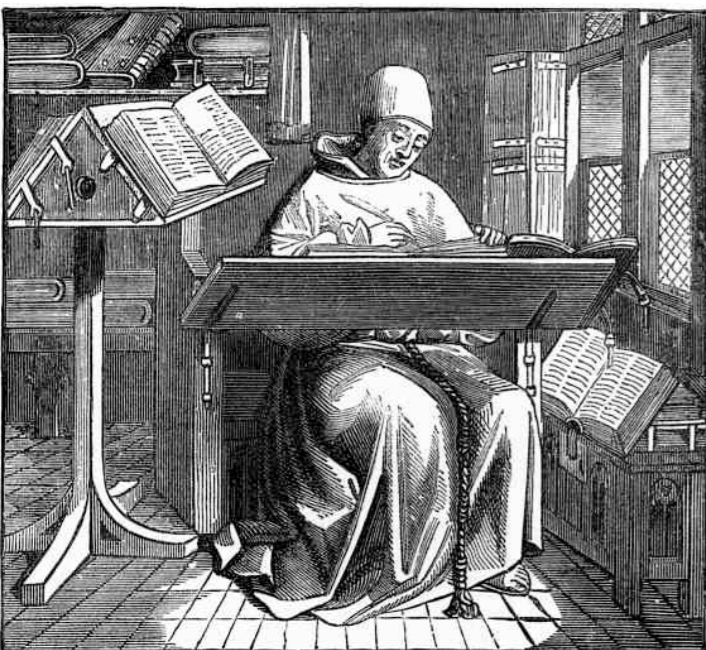


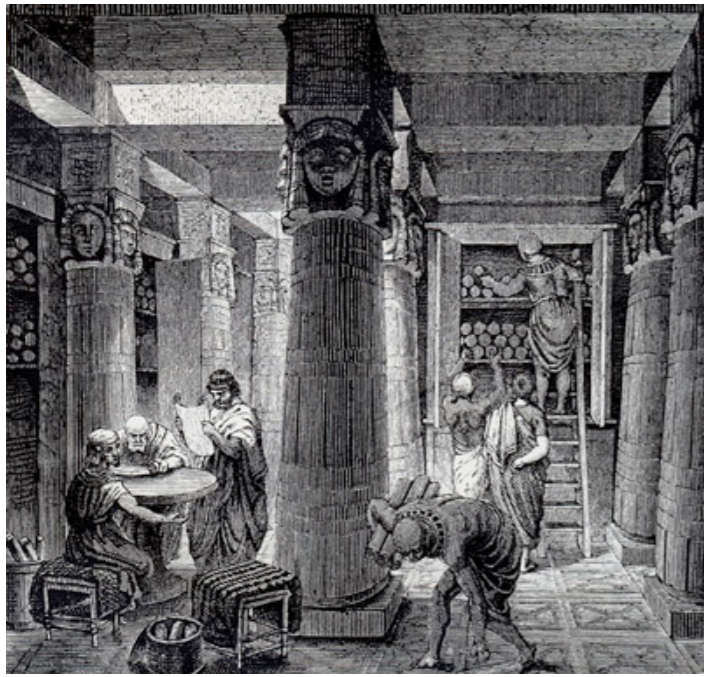
SCRIPTORIUM MONK AT WORK. (From *Lacroix*.)



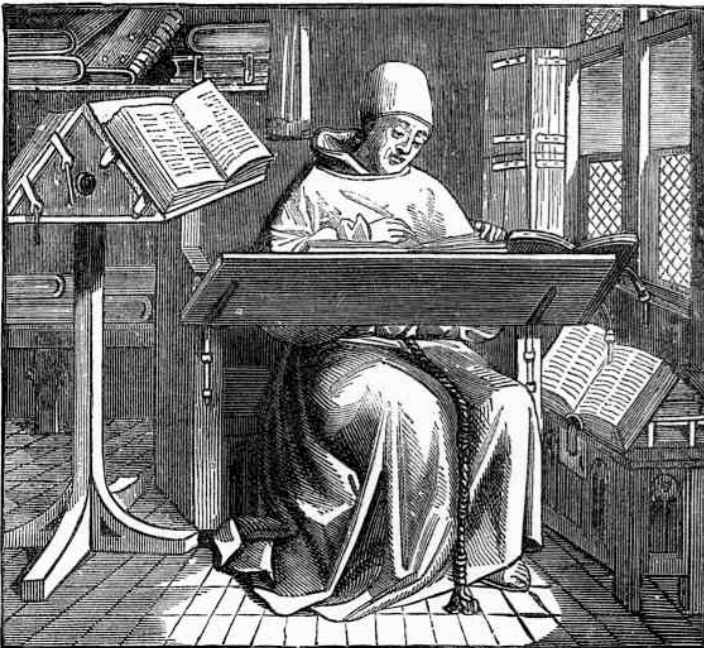
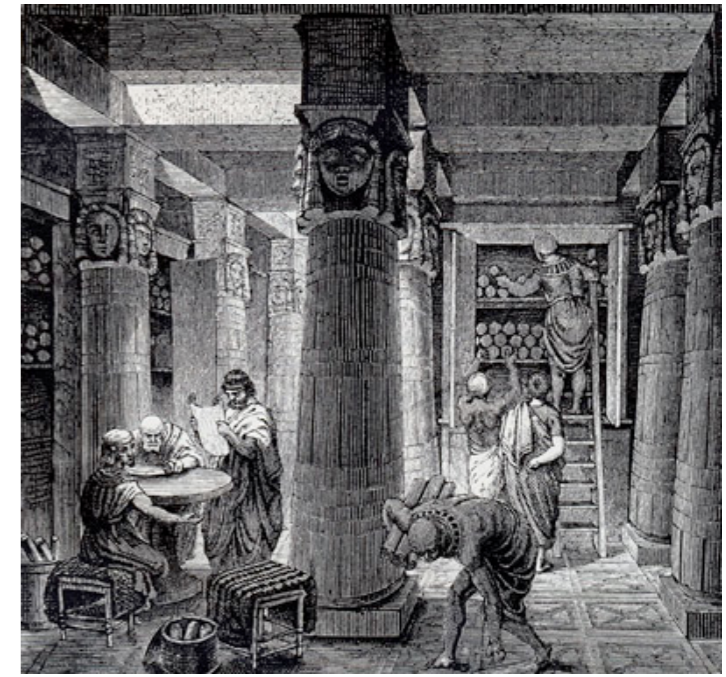






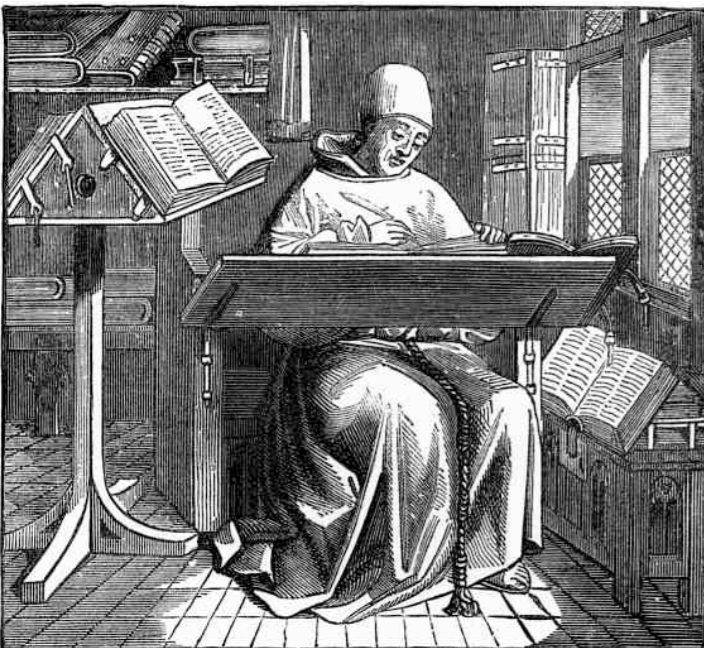
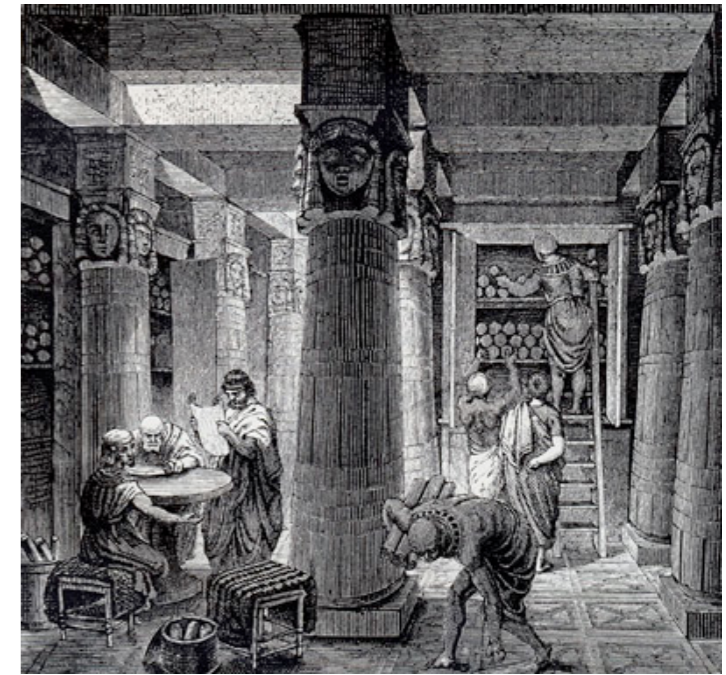


# From Collection to Scholarship





## From Collection to Scholarship



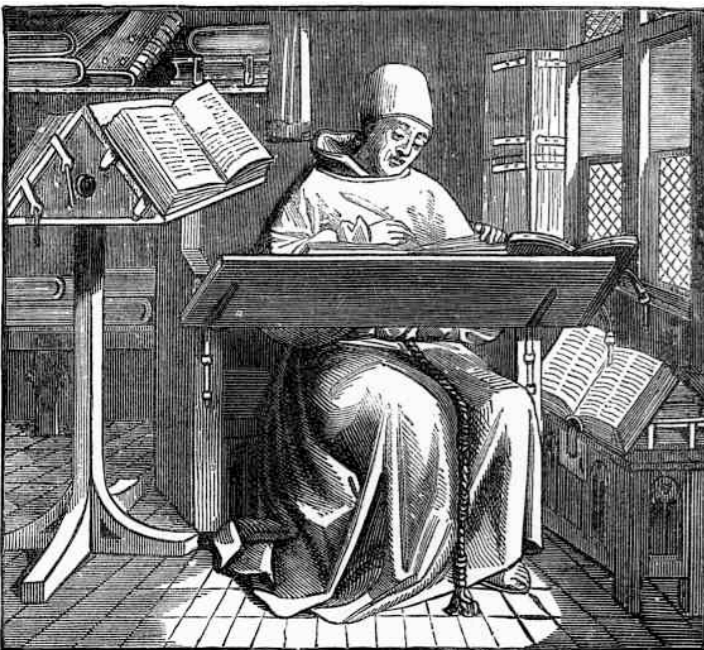
## From Dissemination to Action







## From Collection to Scholarship

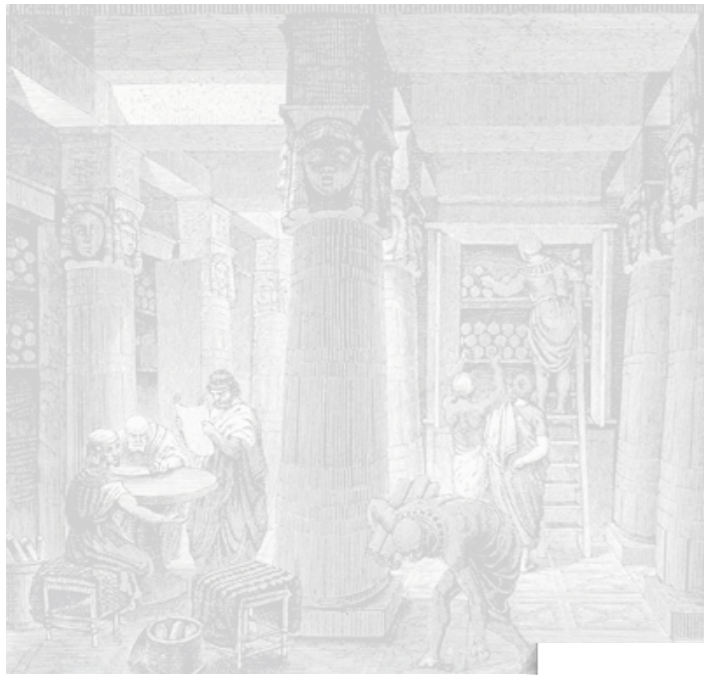


## From Dissemination to Action



## From Sharing to Social Good

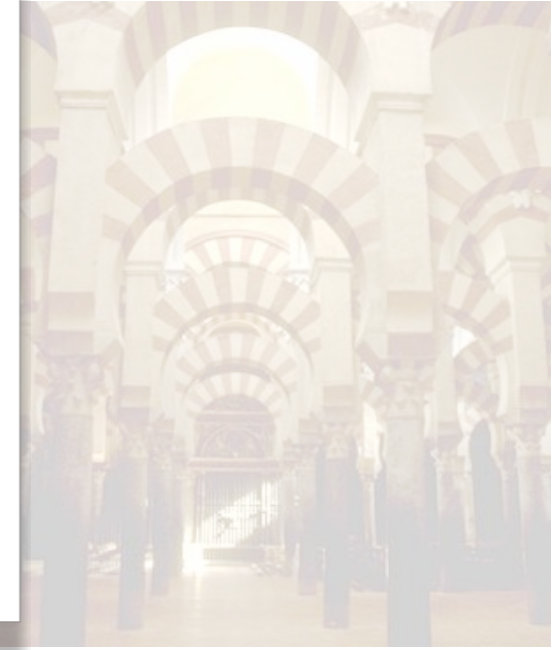




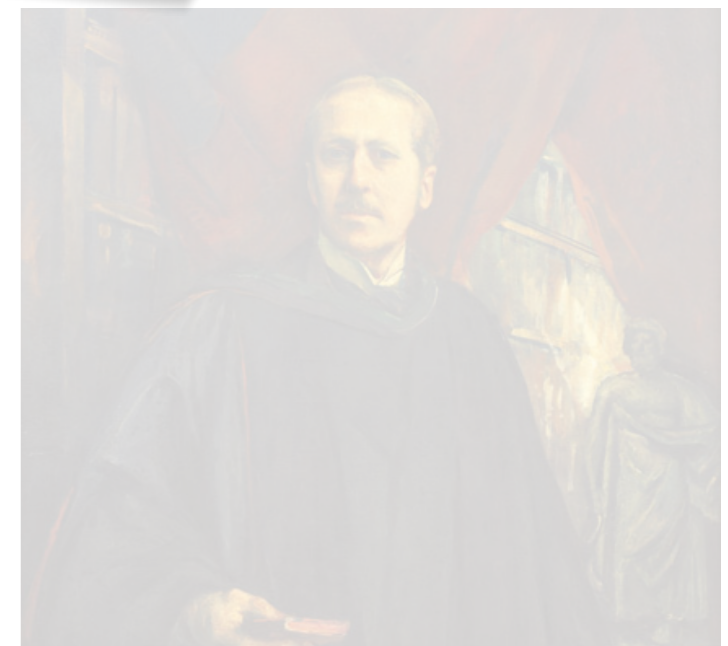
From Collection to Scholarship



# Knowledge as Thing versus Knowledge as Action



From Sharing to Social Good



annu regni sedechie. **M**ense autem quarto nona die mensis obdormit sanctus civitatem: et non erat alimentum pro rege. **E**t dicitur quod cunctas et omnes vias bel-latores suos fugavit: et cunctas de civitate nocte per viam portæ que est inter duos muros et ducit ad ortum regis: et abierunt per viam que ducit in hebron. **P**ersecutus est autem caldreus regem: et apprehendit eum sedechiam in deserto quod est iuxta iherosolimam: et omnes comitatus eius diffugerunt ab eo. **L**ungius com-prehendit eum: et adduxerunt eum ad regem babilonis in rebatha que est in terra emath: et locutus est ad eum iuditha. **E**t ingulavit eum babilonis filios sedechie in oculis eius: sed et omnes principes iuda occidit in rebatha. **E**t oculos sedechie tenuit et vidit eum in compedibus. **E**t adduxit eum rex babilonis in babilonem: et posuit eum in domo carceris usque ad diem mortis eius. **I**n mense autem quinto decimo mensis ipse est annus decimus nonus nabuzardan principis milie qui stabat coram rege babilonis in iherusalem: et incedit domum domini et domum regis et omnes domus iherusalem et domum domini magnam igne combussit: et totum murum iherusalem per circuitum destruxit cunctus exercitus caldreus qui erat cum magistro milie. **D**e pauperibus autem ipse et de reliquo vulgo quod remanserat in civitate et de personis que transfugerant ad regem babilonis et ceteros de multitudine transfugerunt nabuzardan princeps milie: de pauperibus vero terre reliquit nabuzardan princeps milie vinicosos et agricolas. **C**olumnas quoque terras que erant in

domo domini et bases et mare terrarum quod erat in domo domini confecerunt caldei: et nesciunt omnino eos in babilone. **E**t lectus et creagra et psalterio et salas et monticola et oia vestimenta que in ministerio fuerant nesciunt: et pueri et mulieres et matoraria et cratos. **Q**uorundam aurea et argentea argentea. **V**isit magister milie columnas duas et mare unum et vitulos duodecim et cetera que erant sub basibus: que fecerat rex salomon in domo domini. **N**esciunt etiam oia vasorum ligni. **D**e columna autem dicitur octo cubiti altitudinis et cubiti una: et circumferentia duodecim cubitos circumferentia. **P**orro grossitudo eius quatuor digiti: et in circuitu eius erat: et circumferentia supra vitas eius. **A**lcendo capitelli unius quatuor cubitos: et circumferentia et malagranata supra coronam in circuitu: omnia enim sunt fuerunt malagranata nonaginta sex deperennia: et omnia malagranata circumferentia circumferentia. **E**t nesciunt magister milie sacrorum principum: et sophoniam sacerdotem secundum: et tres custodes vestibuli. **E**t de civitate nesciunt cuncti unum quem erat ipse super viros bellatores: et septem viros de his que videbant faciem regis quem invenit in civitate: et scilicet principem militum quem phobaberonis: et sexaginta viros de populo terre qui inveni sunt in medio murum. **V**isit autem eos nabuzardan magister milie: et duxit eos ad regem babilonis in rebatha. **E**t posuit eos rex babilonis: et fecerat eos in rebatha in terra emath. **E**t transfugerunt iuda de terra sua. **N**esciunt et populus quem transfugerunt nabuzardan anno septimo: iustos etiam milia et viginti tres. **I**n anno octavo vero nabuzardan et transfugerunt de iherusalem omnes reliqui regni eius.

**I**n anno vigesimo nabuzardan et nosor transfugerunt nabuzardan magister milie annos duos septingentas quadraginta quinque. **Q**uibus ergo anime: quatuor milia sequebantur. **E**t factum est in octavo mense anno transfugerunt iohanan rex iude duodecimo mense vigesima quinta mensis transfugerunt iohanan rex babilonis ipso anno regni sui caput iohanan rex iude: et duxit eum de domo carceris: et locutus est cum eo bona. **E**t posuit iohanan rex iude super thronos regum qui erant post se in babilone: et mutavit vestimenta carceris eius: et comedit panem coram rege cunctis diebus vite sue. **E**t abierit rex iude a babilone et iherusalem: et iherusalem per singulos dies usque ad diem mortis sue cunctis diebus vite sue.

*Historia de iherosolima*

**Q**uod factum est postquam in captivitate ceteros est iherusalem et iherusalem deserta est: sedit iherusalem propheta et plangit lamentatione hanc in iherusalem: et amaro animo suspirans et evolas dicit. **A**leph **Q**uomodo sedet sola civitas plena populo. **F**acta est sicut vidua domus gemmorum: princeps civitatis facta est sicut vidua. **S**ed plorans ploravit in nocte et lacrimis eius in maillibus suis. **N**on est qui consolatur eam: et omnibus ceteris suis. **Q**uibus amicum speraverit: et facti sunt ei inimici. **O**mnis **S**trigavit iudas propter afflictionem et multitudinem secutionum. **A**biit inter gentes: nec invenit requiem. **Q**uibus profugos et apprehendit

eam inter angustias. **Deleth** **V**it frons lugens: et non sunt qui veniant ad sollicitudinem. **Q**uibus propter nos destruxit: sacerdos non genuit. **V**irgines eius squalide: et ipsa oppressa a maribus. **H**ec facti sunt hostes eius in capite: et in lingua eius locupletati sunt: quia dicit locutus est super eam propter multitudinem iniquitatum eius. **P**arvuli eius ducti sunt in captivitatem: autem faciem turbulans. **V**idetur **E**t regnum eius est a filia syon omnis decore eius. **F**acti sunt precipites eius velut a ceteris non invenientes passus: et abierunt absque sustinente autem faciem subsequens. **M**en **R**ecordata est iherusalem diei afflictionis sue: et iherusalem omnia desiderabilia suorum: que habuerat a diebus antiquis: cum caderet populus eius in manu hostium: et non esset auxiliator. **V**idetur et hostes: et destruxit sabbata eius. **H**ec **P**eccatum peccavit iherusalem: propterea inhabitabilis facta est. **Q**uibus qui glorificabatur tam speraverit illam: quia videtur ignominiam eius. **I**psa autem genuit: et cetera recitavit. **C**etera **B**ordes eius in pedibus eius: nec recordata est finis sui. **D**eposita est vestimenta eius: et non habuit consolator. **V**ide dominus afflictionem suam: quoniam ceterus est immanis. **I**er **M**anum suam misit super omnia desiderabilia eius: quia videtur genus ingratas sanduarum suorum: de quibus peccatas ne iustitiam in ecclesiam suam. **C**etera **O**mnis populus eius gemens: et querens panem. **D**eduxit preciosa queque pro ceteris: ad refectum animam. **V**ide dominus et cetera: qui facta sunt visis. **A**mer **O** vos omnes qui transitis per viam advertite et videte: si est dolor sicut dolor meus. **Q**uoniam vidimus autem me ut locutus est dominus:



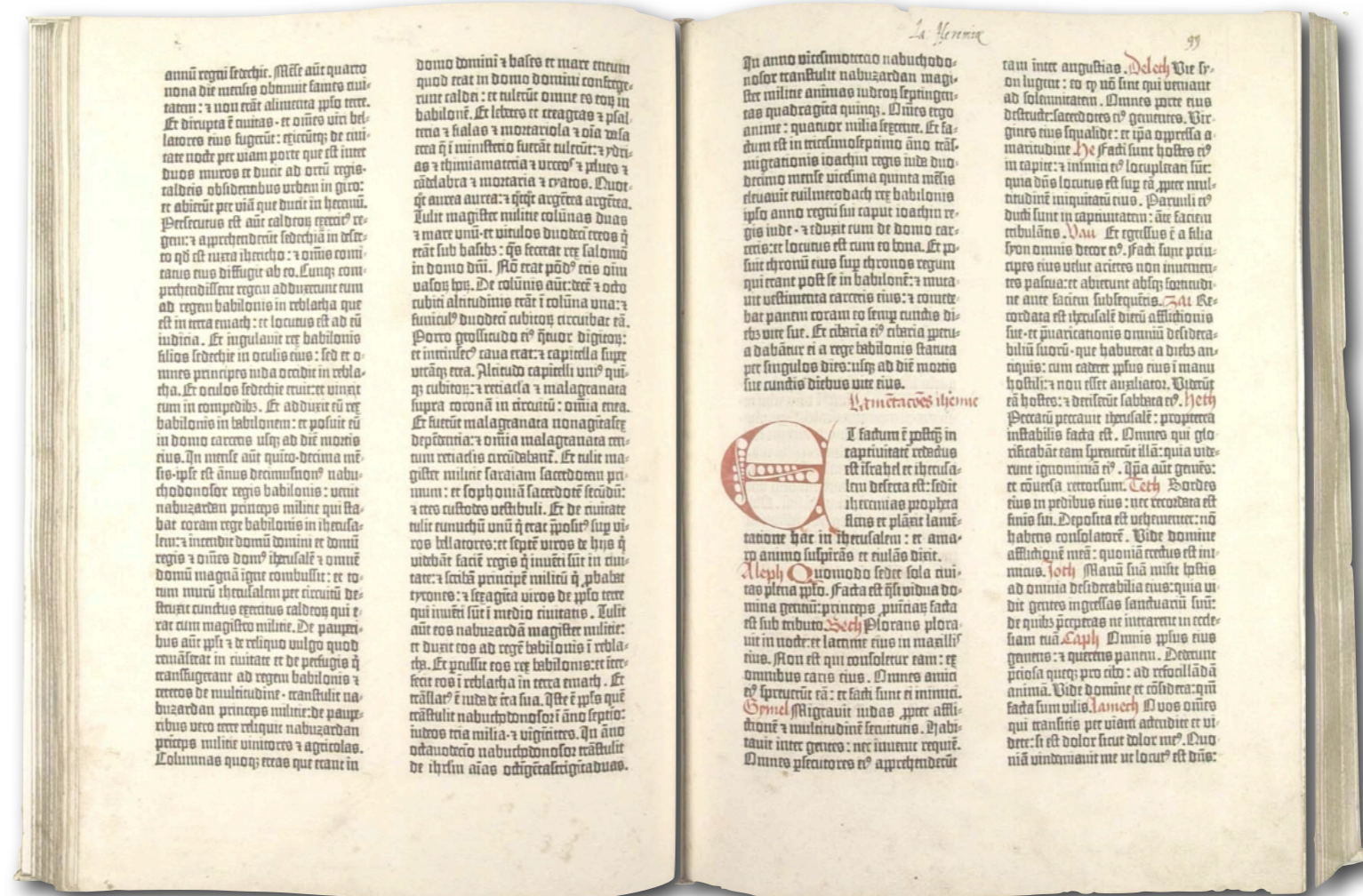
# Origin of Printing

# Artifact to be Preserved



# Origin of Printing

# Artifact to be Preserved



# Religious Truth

# Origin of Printing

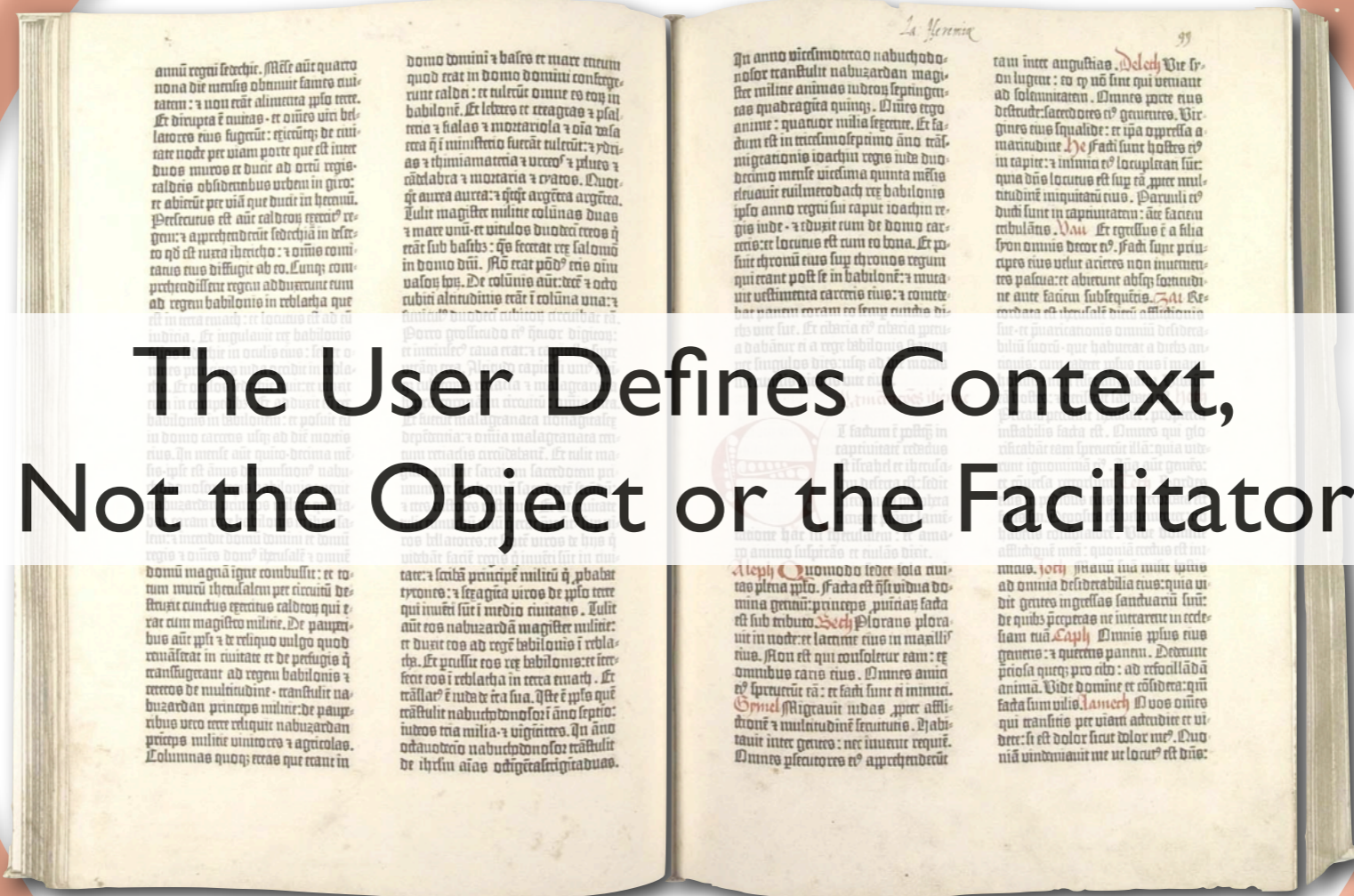
# Artifact to be Preserved



# Religious Truth

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The User Defines Context,  
Not the Object or the Facilitator

Religious Truth



# Functional Logic of Librarianship

- More Books Requires Inventory
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- Classification Requires Professional
- Large Classified Inventory Requires Automation
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- Networks Require Standards



# Functional Logic of Librarianship

- More Books
- Large Inventories
- Classification
- Classification Professional
- Large Classification Requires Automation
- Automation Leverages Networks
- Networks Require Standards



# Functional Logic of Librarianship

- More Books Requires Inventory
  - Large
  - Classification
  - Large  
Automation
  - Automation Leads to Networks
  - Networks Require Standards
- 
- A blue-tinted image of a computer keyboard with a mouse cursor pointing at the 'http://com.' text on a key. The image is semi-transparent and overlaid on the list of bullet points.

# Functional Logic of Librarianship

- More Books Require Inventory
- Large Inventory Requires Classification
- Classification Requires Professional
- Large Classification Requires
- Automation
- Automatic Networks
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User

User





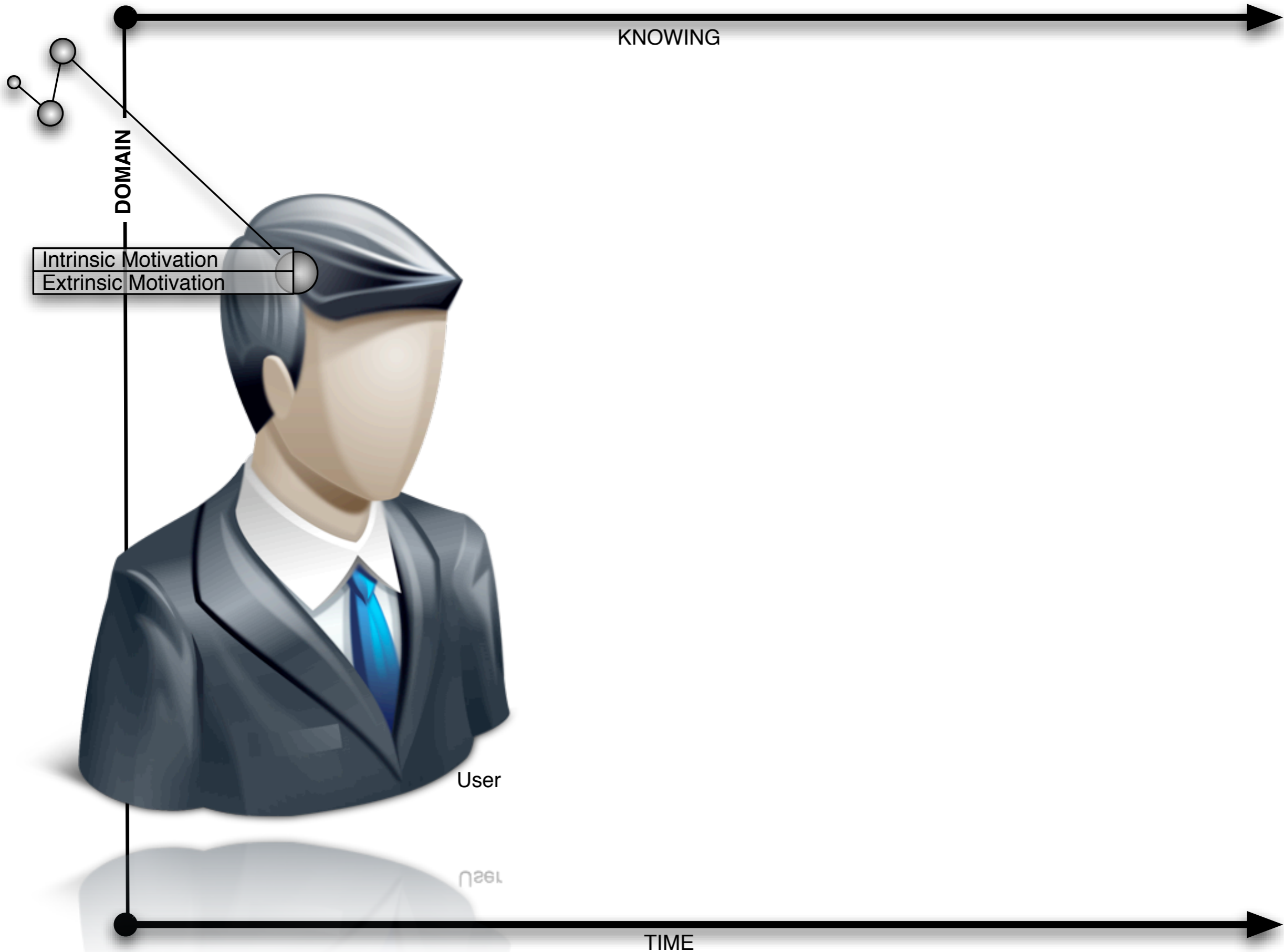
Intrinsic Motivation  
Extrinsic Motivation



User



User



KNOWING

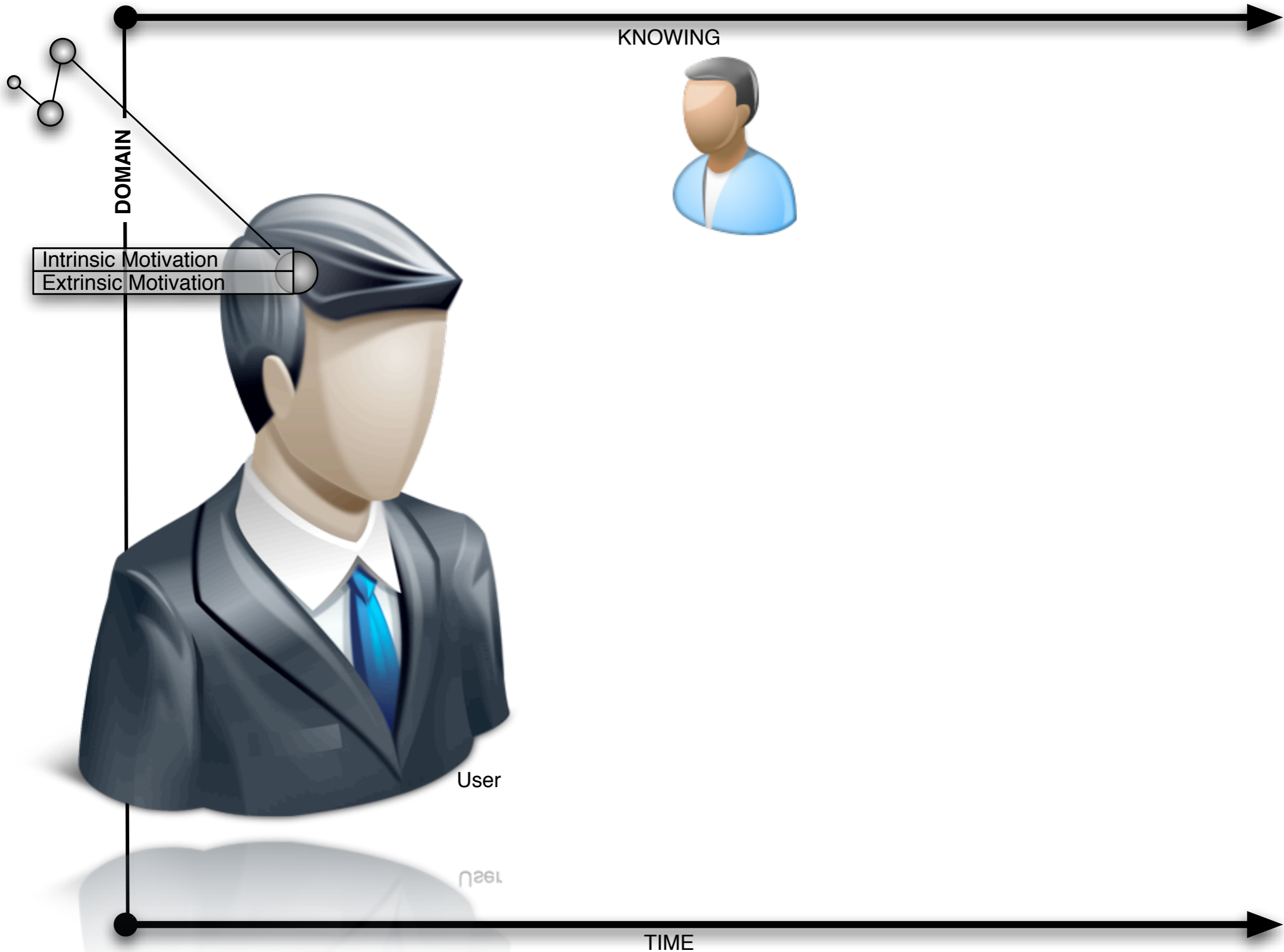
DOMAIN

Intrinsic Motivation  
Extrinsic Motivation

User

TIME

User



KNOWING

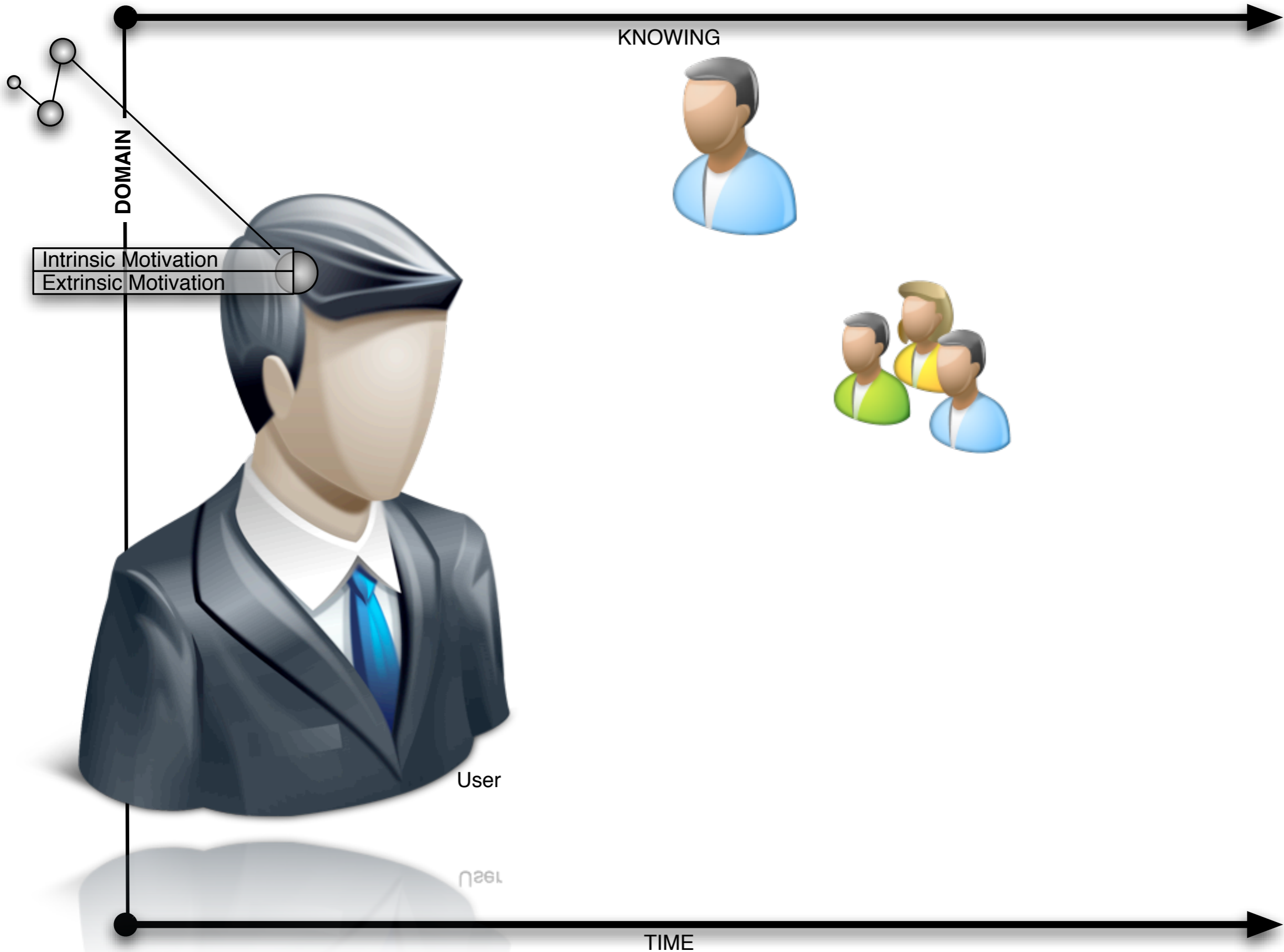
DOMAIN

Intrinsic Motivation  
Extrinsic Motivation

User

User

TIME



KNOWING

DOMAIN

Intrinsic Motivation  
Extrinsic Motivation

User

TIME

User



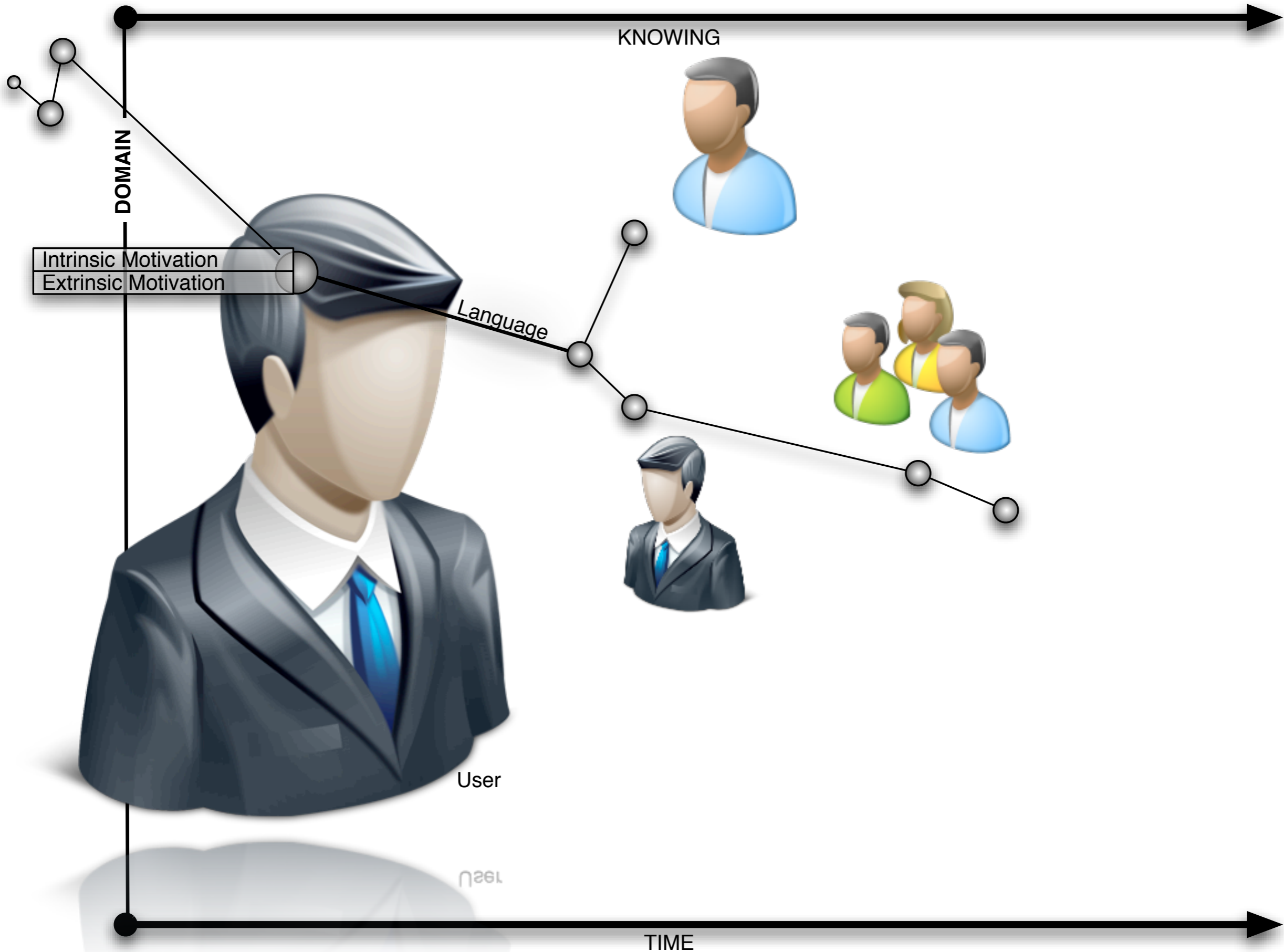
KNOWING

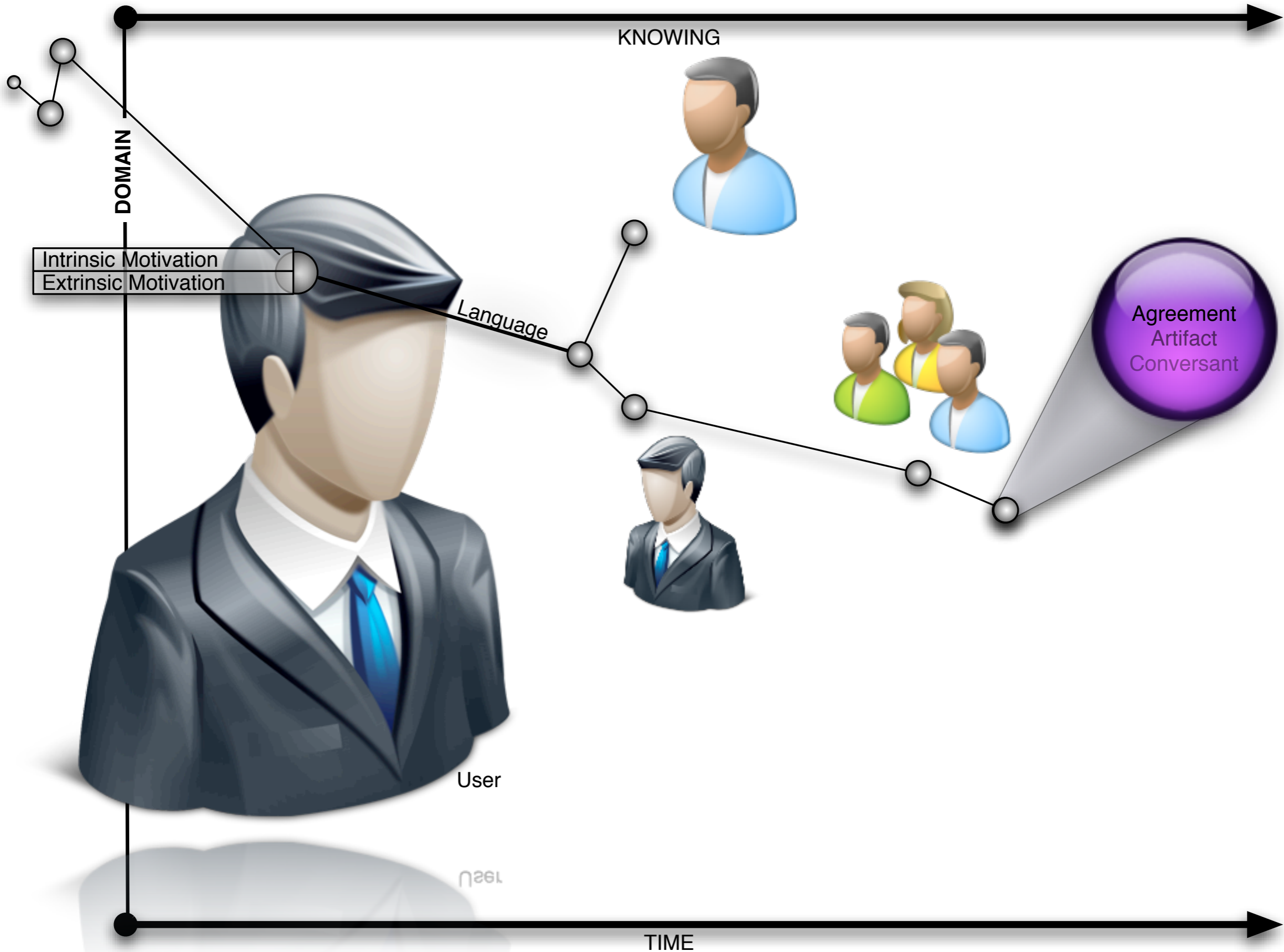
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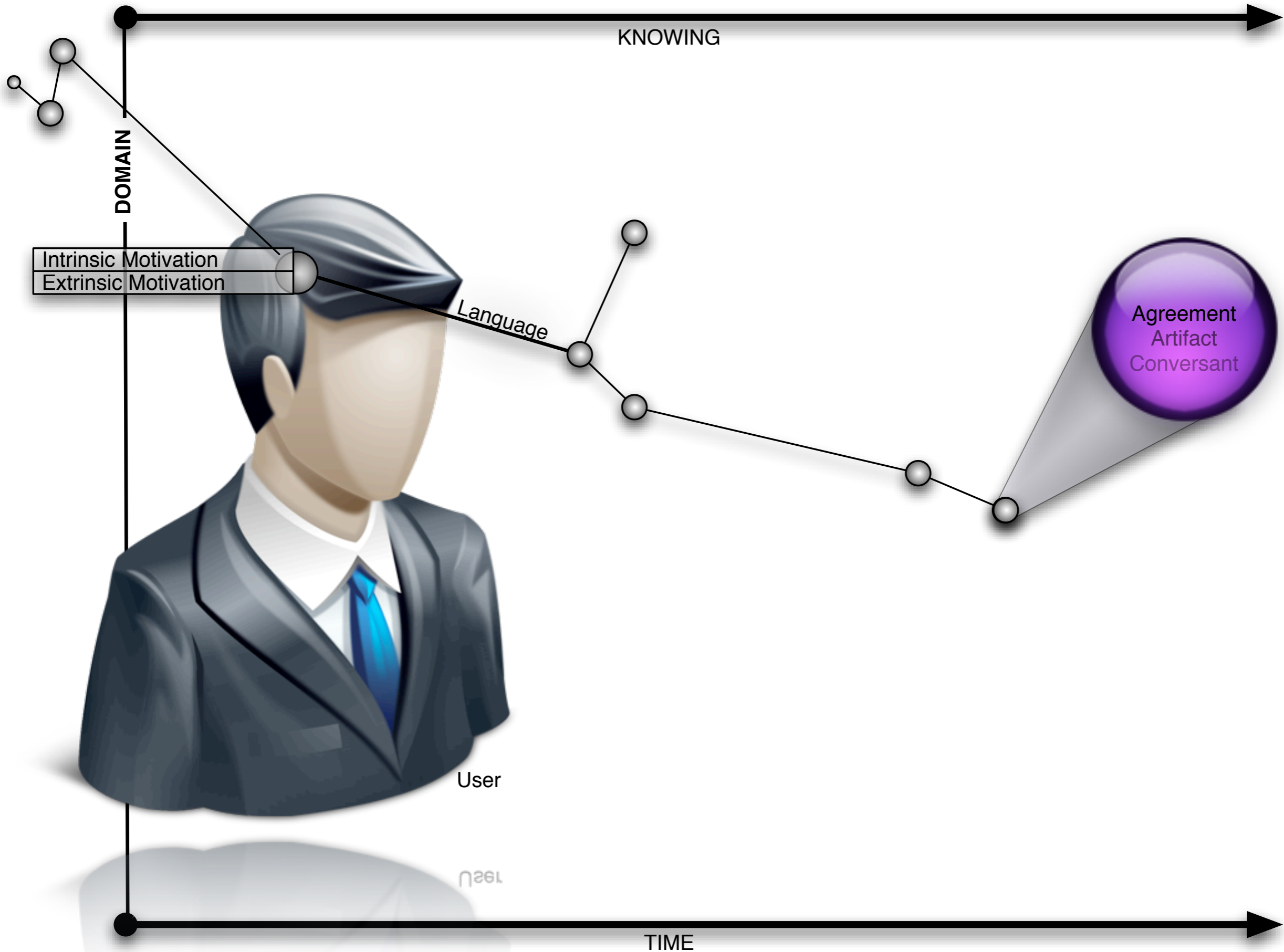
Intrinsic Motivation  
Extrinsic Motivation

User

TIME









# Participatory Logic of Librarianship

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- The User is in Control

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- It is ALL About Learning
- Learning is a Collaborative Conversation

# Participatory Logic of Librarianship

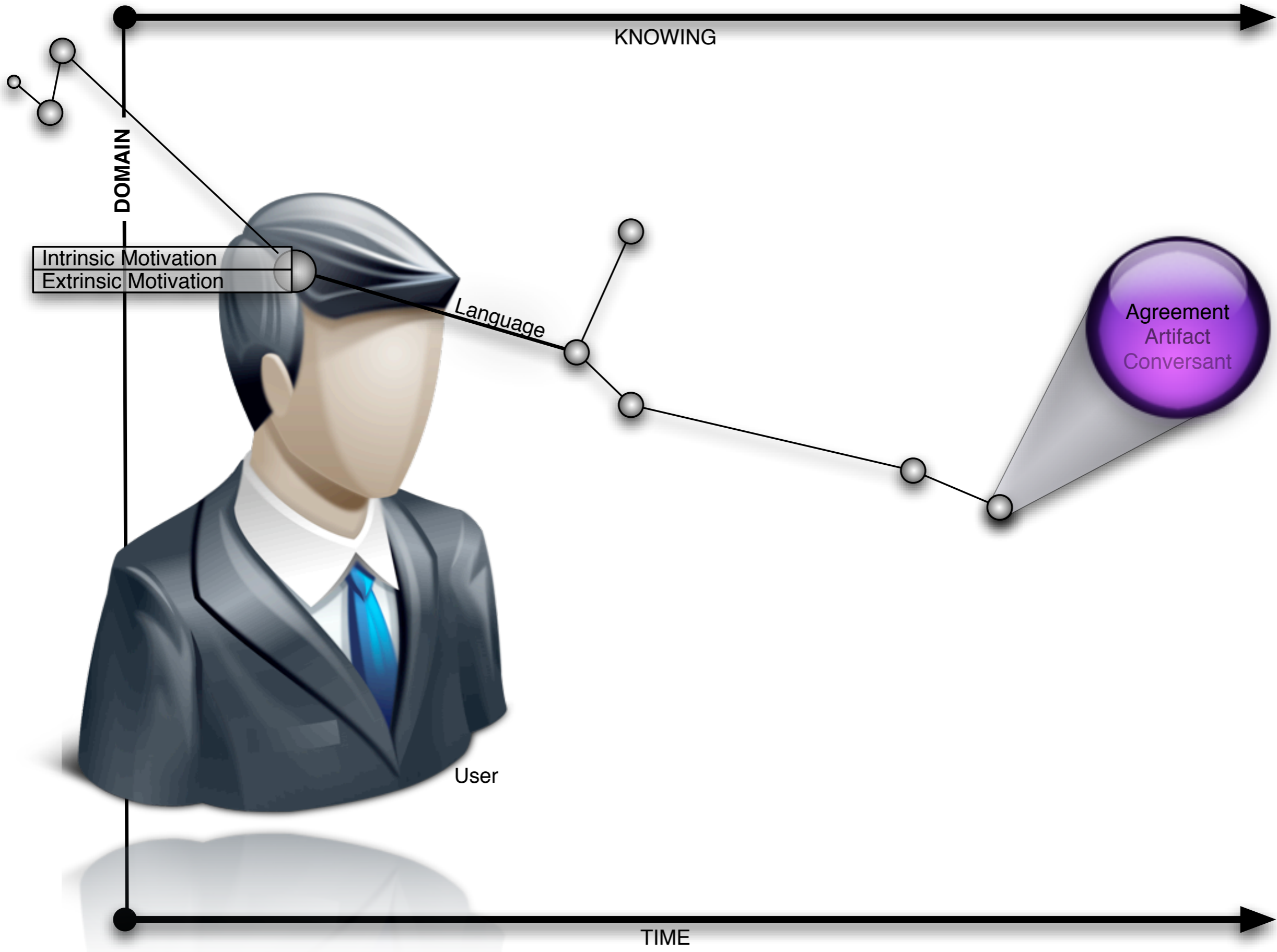
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- The Library (Librarians) Serves as Facilitators of Conversation
- True Facilitation with the Community Means Shared Ownership
- Invest in Tools for Creation Over the Collection of Artifacts



KNOWING

DOMAIN

Intrinsic Motivation  
Extrinsic Motivation

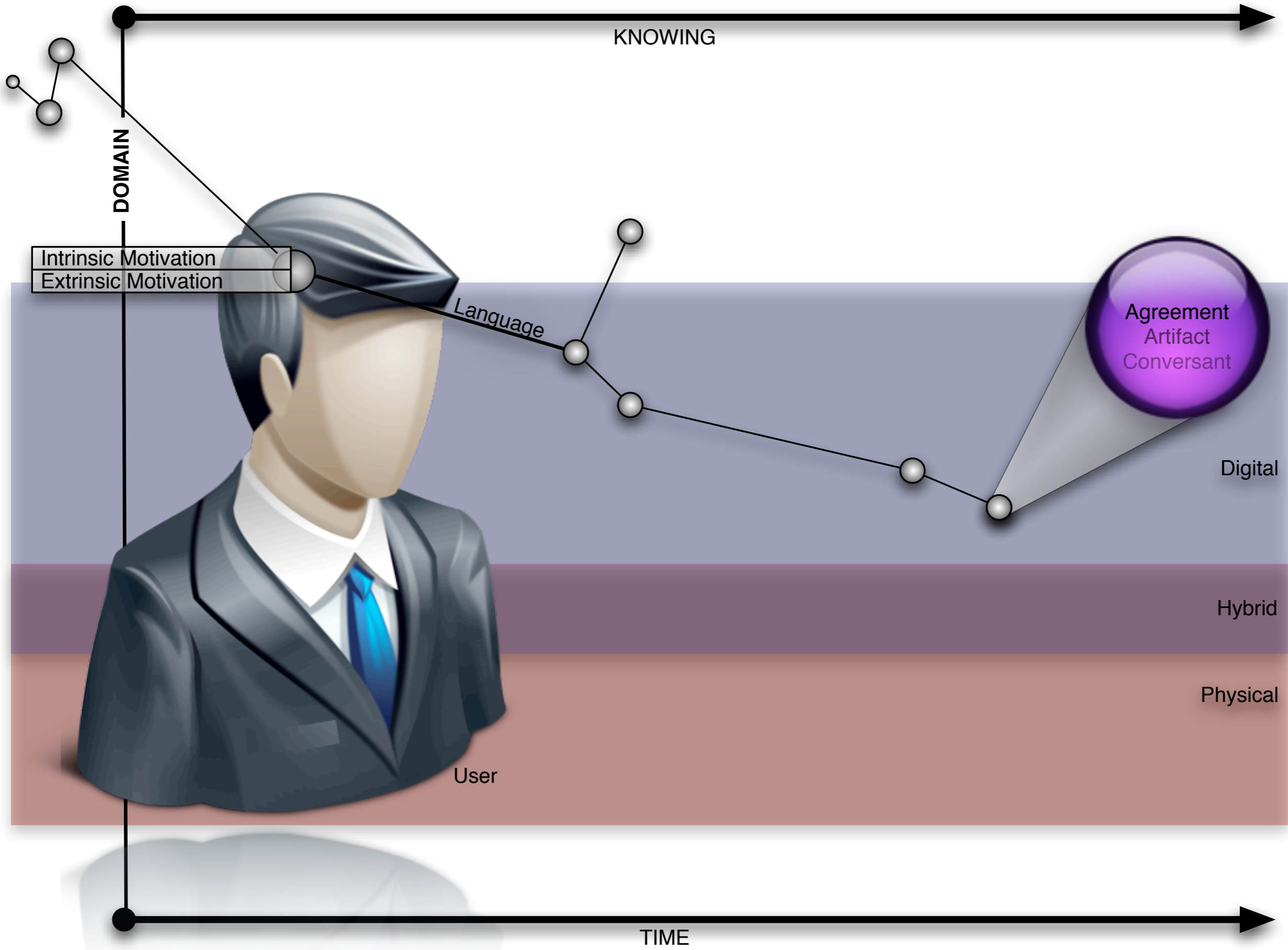
Language

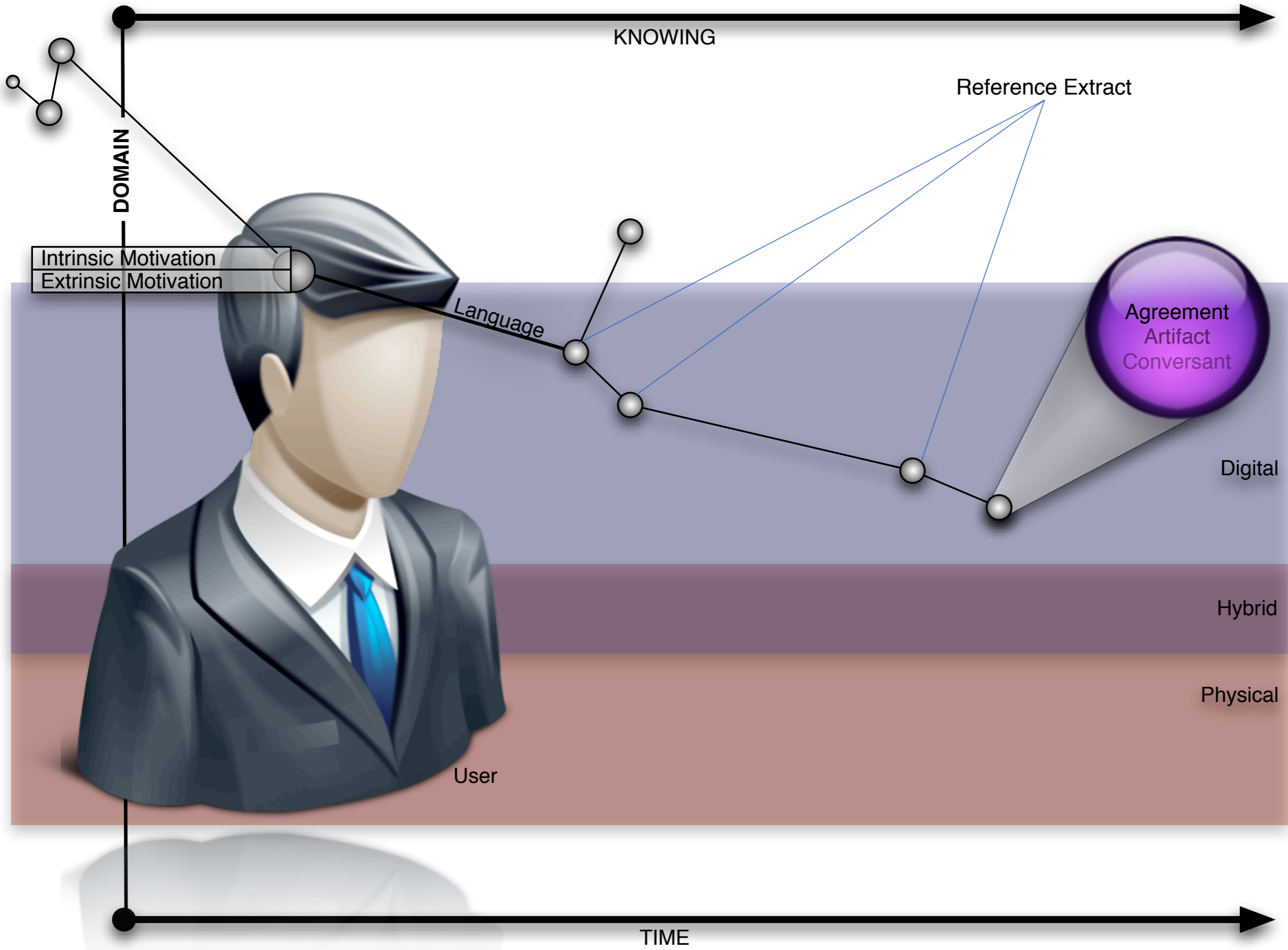
User

Agreement  
Artifact  
Conversant

TIME







KNOWING

DOMAIN

Intrinsic Motivation  
Extrinsic Motivation

Language

Reference Extract

Agreement  
Artifact  
Conversant

Digital

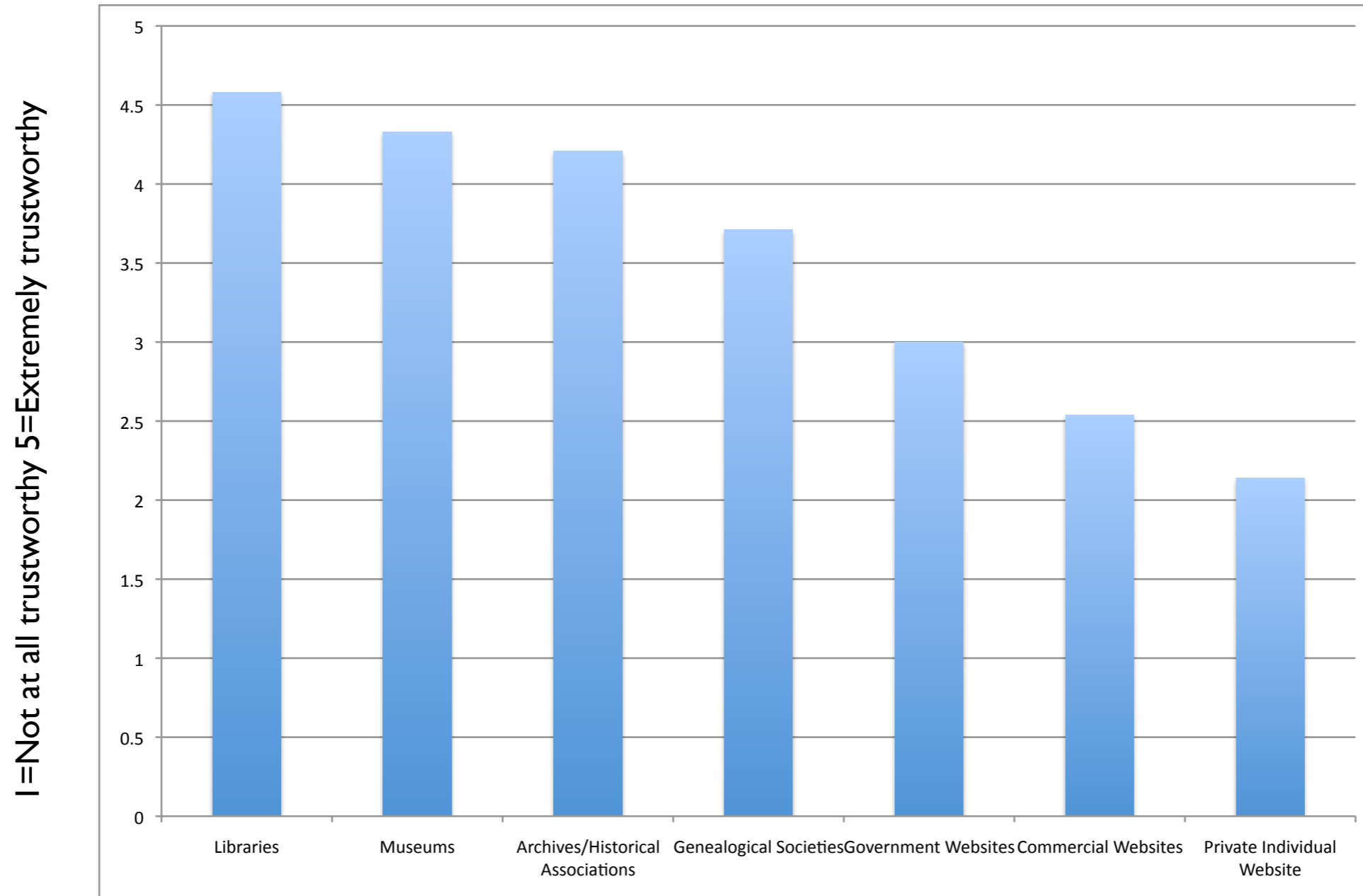
Hybrid

Physical

User

TIME

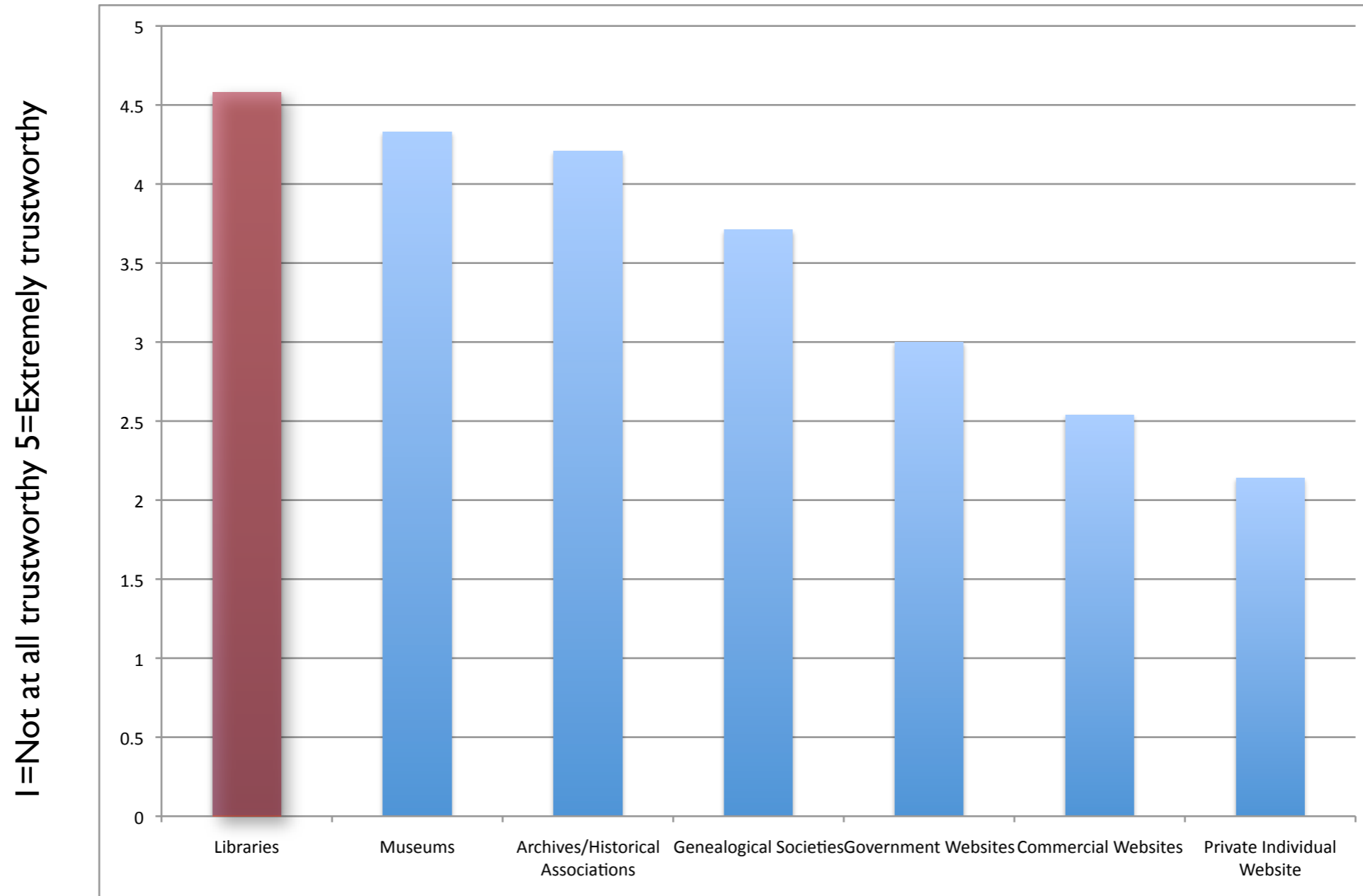
# Trustworthy



n=1,716

<http://interconnectionsreport.org/>

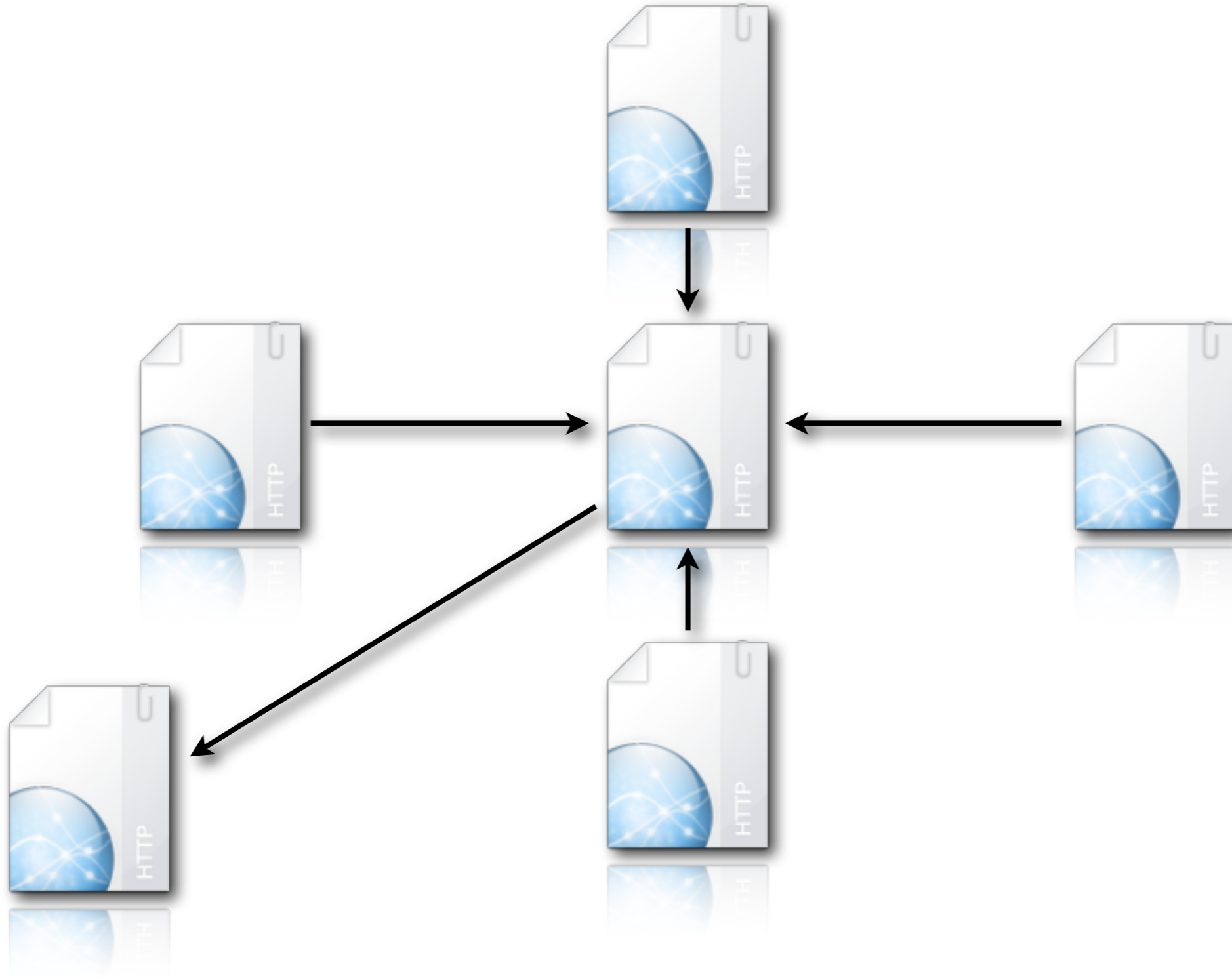
# Trustworthy



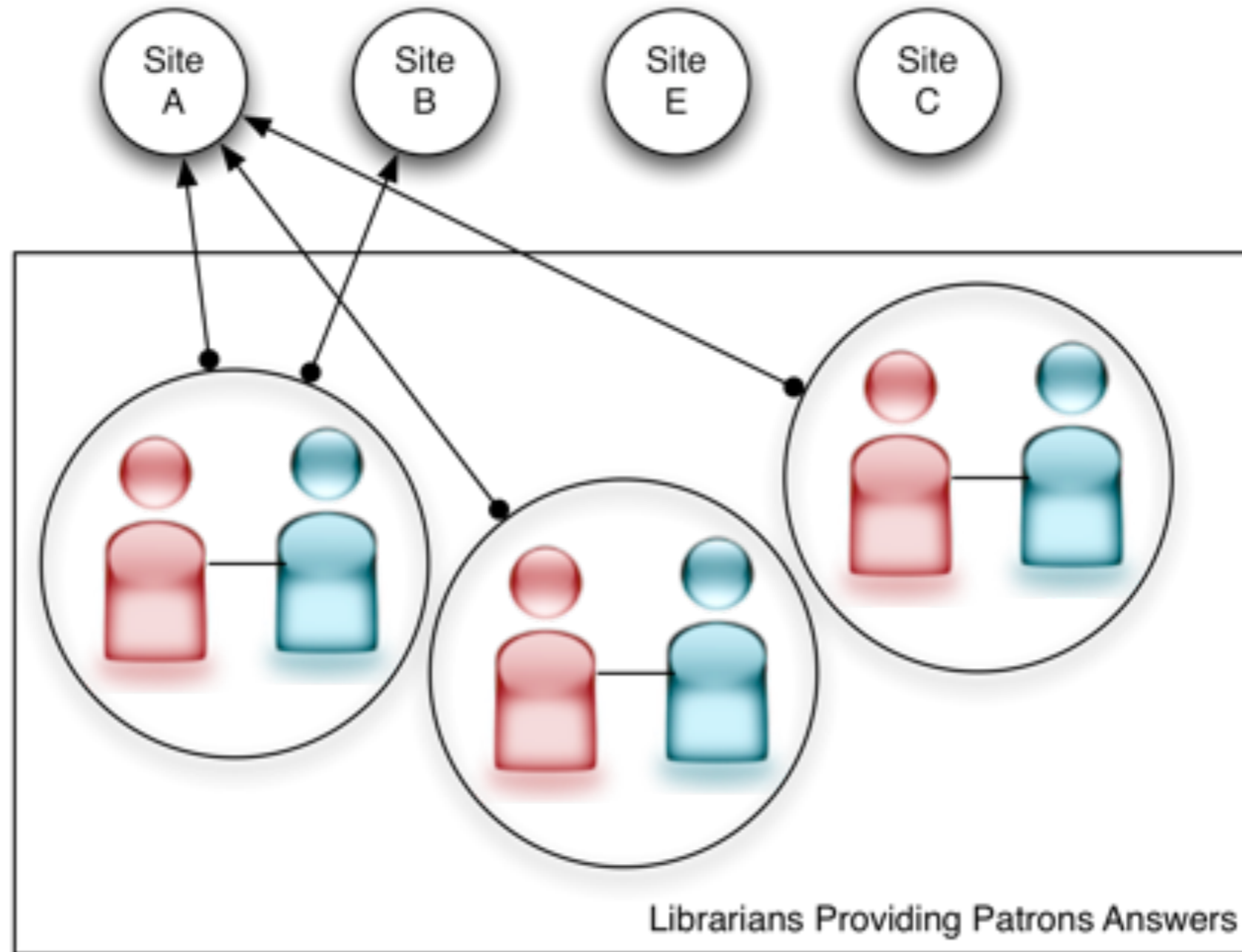
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<http://interconnectionsreport.org/>

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**Expanded Preview** (about 156 total matching pages)

[Books about Frogs & Toads](#)  
... Of the World Series) Frogs (First Discovery Book) Frogs and Toads and ... Books about Frogs ...  
<http://backyardnature.net/amazon/frogs^1.htm>

[Exploratorium: Frogs](#)  
... Exploratorium: Frogs The Frogs exhibition ran at the ... Page. The two bottom frogs are both African Reed Frogs ...  
<http://exploratorium.edu/frogs/index.html>

[Coqui & greenhouse frogs: alien Caribbean frogs in Hawaii](#)  
... Coqui & greenhouse frogs: alien Caribbean frogs in Hawaii Coqui ... people, environment Non-native Caribbean frogs ...  
<http://bear.org/AlienSpeciesInHawaii/species/frogs/index.html>

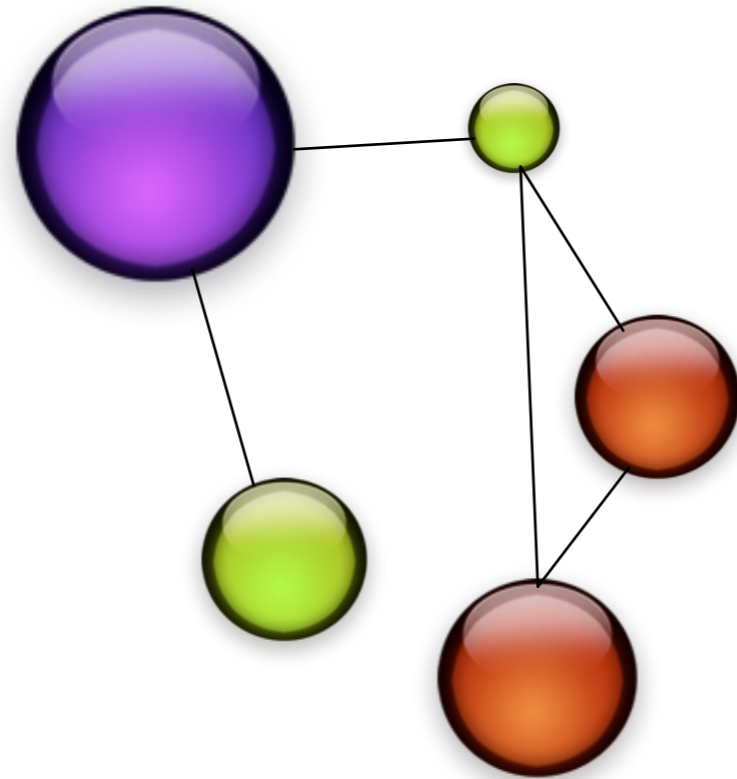
[Aristophanes, 1909-14, The Frogs, Vol. 8, Part 9, The Harvard Classics](#)  
... 1909-14, The Frogs, Vol. 8, Part 9, The ...  
<http://bartleby.com/8/9/>

[USGS Learning Web :: Project Ideas :: Frogwatch](#)  
... are More Than Skin-deep Frogs Forever Deformed Frogs in Minnesota Live ... animals and plants, Amphibians ( ...  
<http://interactive2.usgs.gov/learningweb/students/frogwatch.htm>

[The Umbrella Coloring Mural](#)  
... frogs for smaller animals, frogs, and insects. If ...  
[http://www.janbrett.com/mural\\_umbrella/umbrella\\_mural.htm](http://www.janbrett.com/mural_umbrella/umbrella_mural.htm)

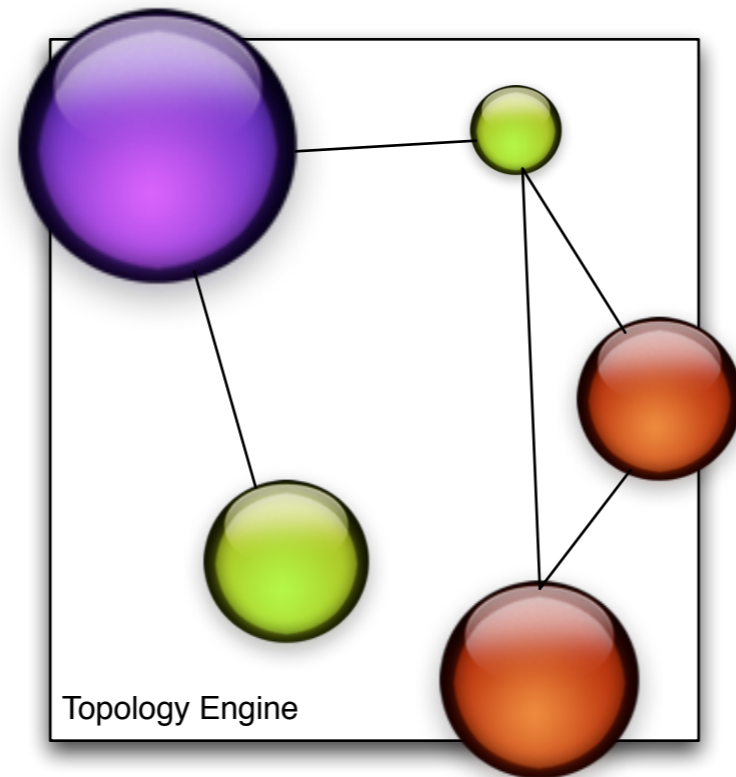
[Interesting animals](#)  
... worms and even other frogs. Some frogs are tiny but the ... was not so domestic , Adult frogs ...  
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# Architecture

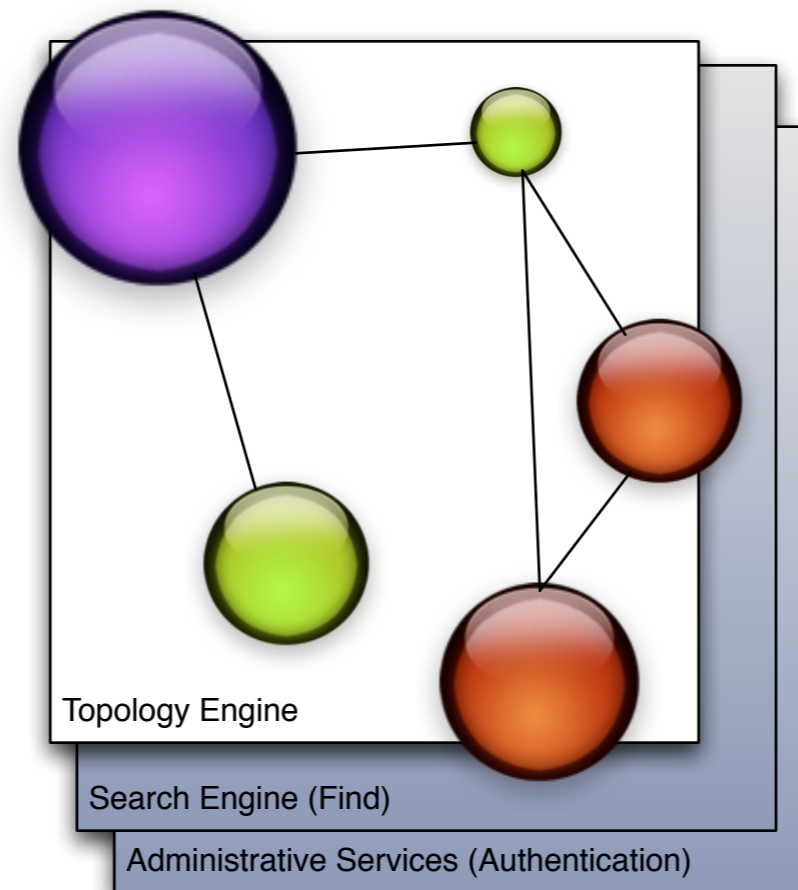




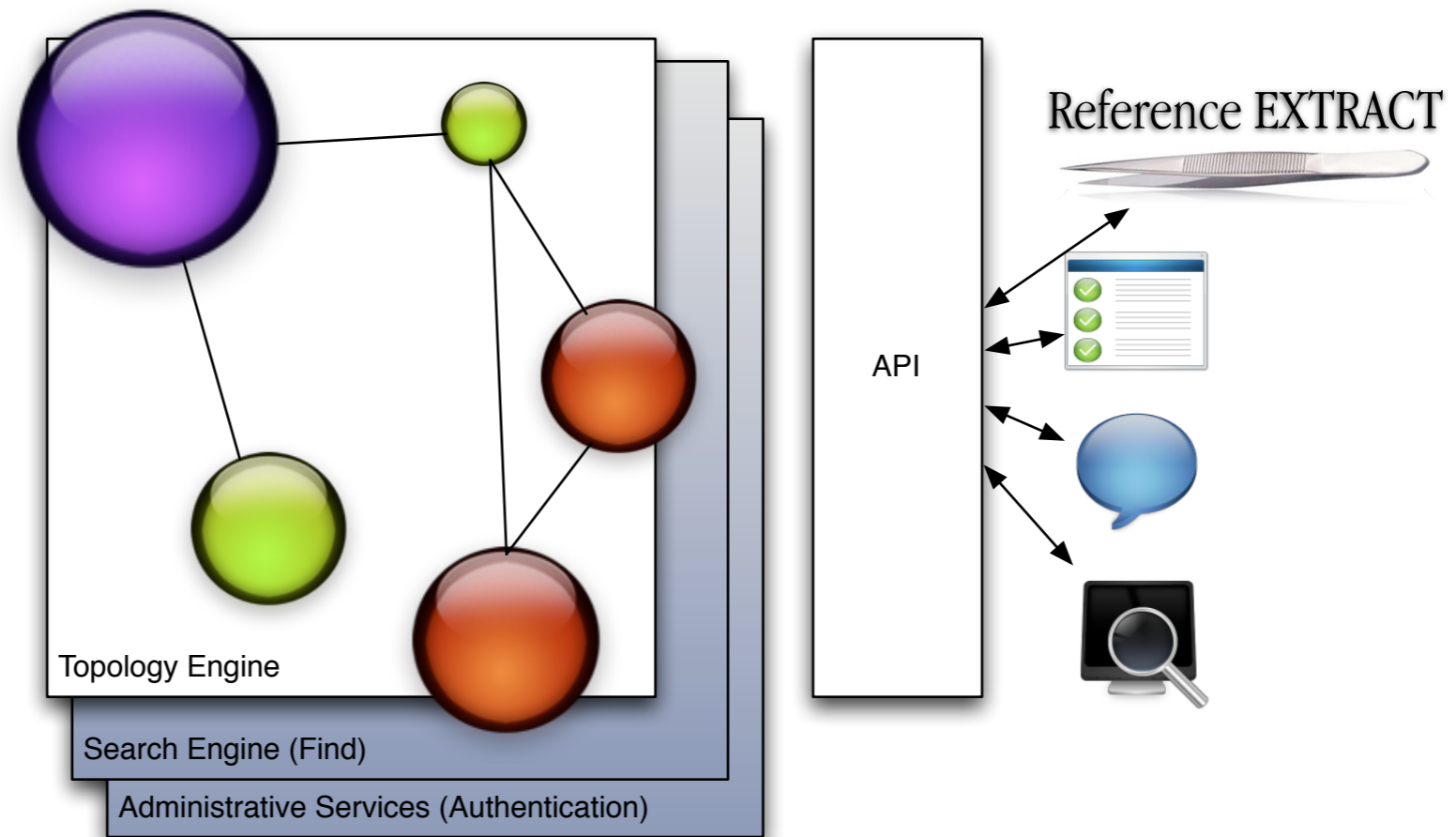
# Architecture



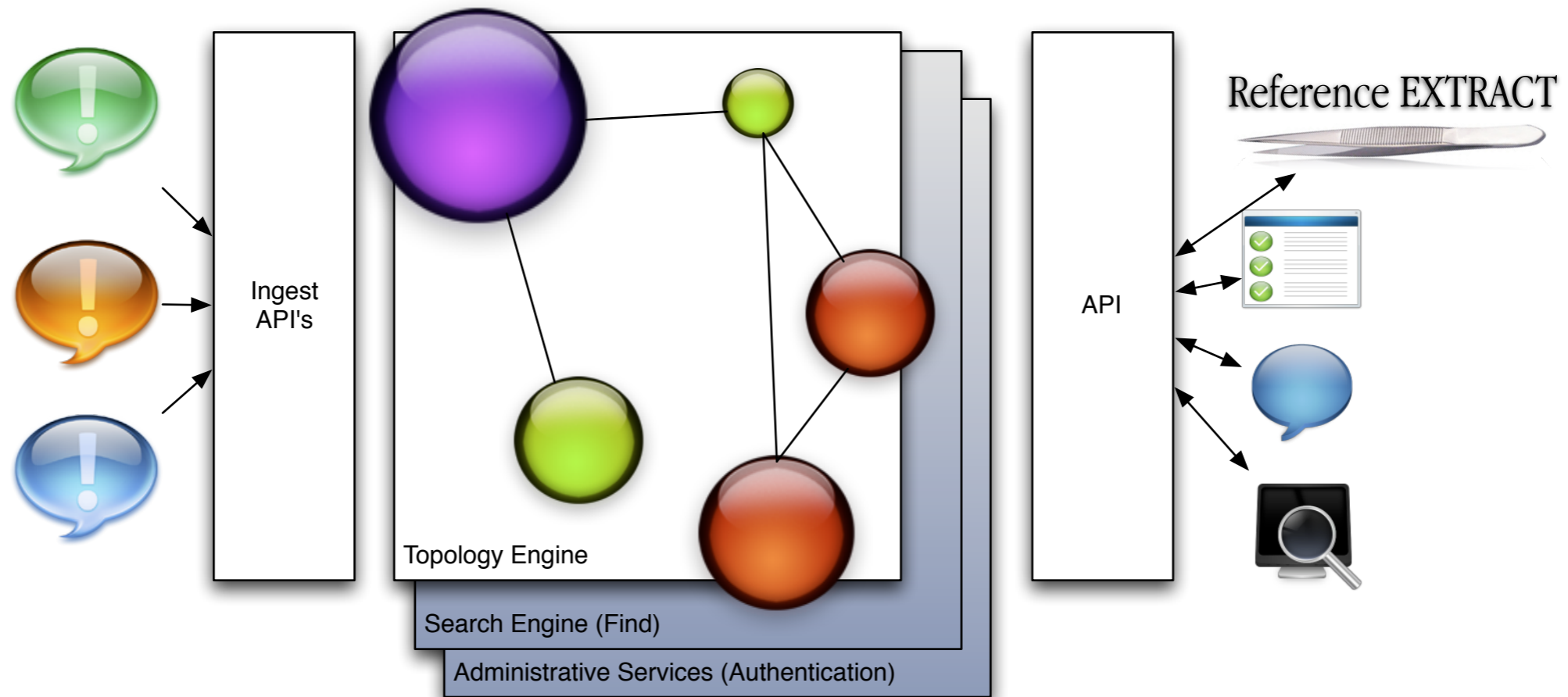
# Architecture

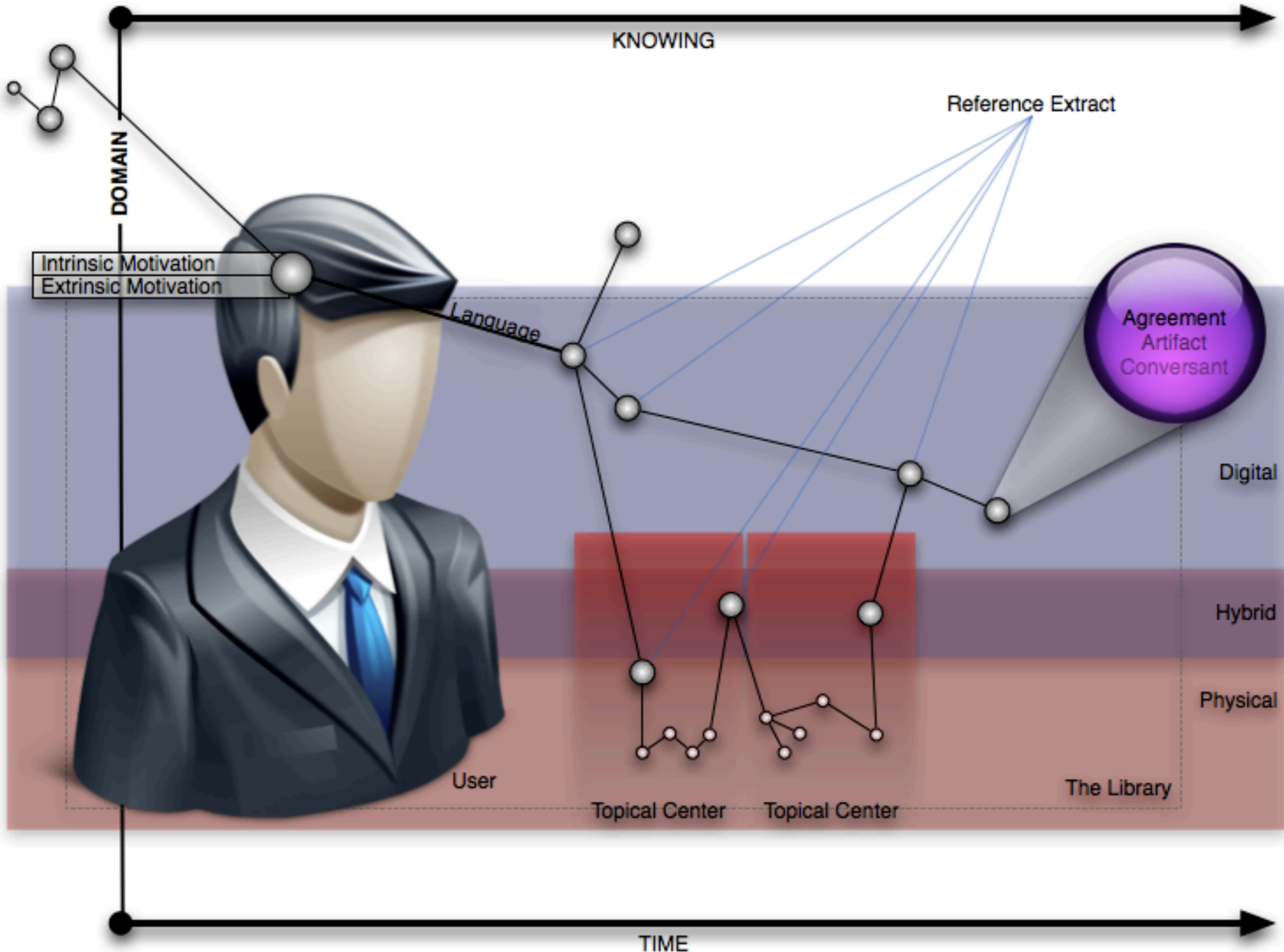


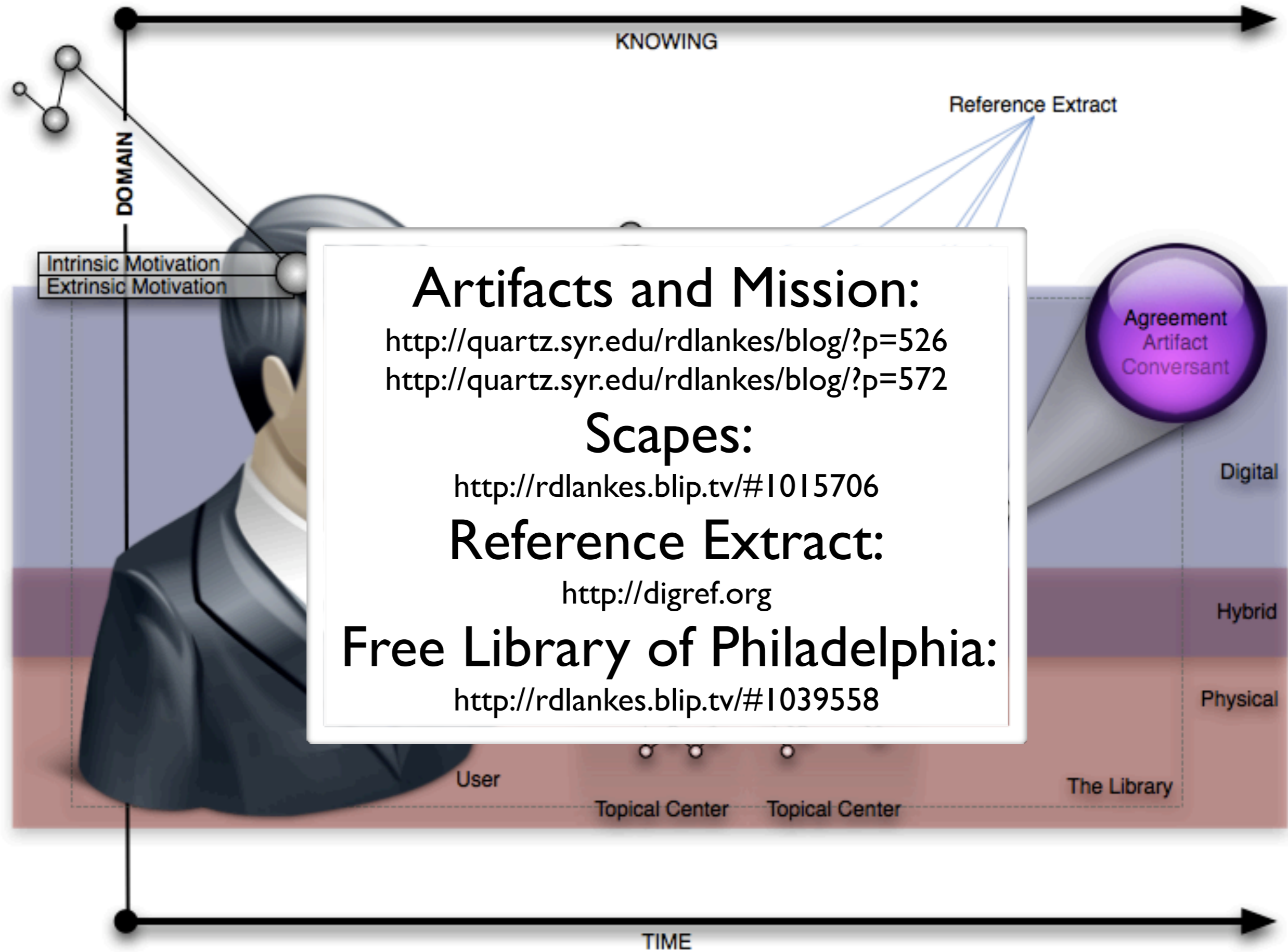
# Architecture



# Architecture







KNOWING

DOMAIN

Intrinsic Motivation  
Extrinsic Motivation

Reference Extract

## Artifacts and Mission:

<http://quartz.syr.edu/rdlankes/blog/?p=526>

<http://quartz.syr.edu/rdlankes/blog/?p=572>

## Scapes:

<http://rdlankes.blip.tv/#1015706>

## Reference Extract:

<http://digref.org>

## Free Library of Philadelphia:

<http://rdlankes.blip.tv/#1039558>

Agreement  
Artifact  
Conversant

Digital

Hybrid

Physical

User

Topical Center

Topical Center

The Library

TIME



# The Pressure for Participation

- People Need to be Active Constructor of their Knowledge
- They want Tools that Allow and Facilitate Conversation and Participation



# The Pressure for Participation...in the Community

- Conversations and Learning are About Change
- Facilitation is not Invisible or Unbiased
  - To Facilitate is to Shape



A stylized illustration of a man with dark hair, wearing a dark suit jacket, a white shirt, and a blue tie. The man is shown from the chest up, facing forward. A semi-transparent white rectangular box is overlaid on the center of the image, containing text.

# **The Mission of Libraries**

To Facilitate the Knowledge Creation of its  
Community through Conversation

A stylized illustration of a man with dark hair, wearing a grey suit jacket, a white shirt, and a blue tie. He is positioned in the background, with his head and shoulders visible. The illustration is semi-transparent, allowing text boxes to be overlaid on it.

# **The Mission of Libraries**

To Facilitate the Knowledge Creation of its  
Community through Conversation

Change the Community for the Better

# Libraries Must be Agents of Change

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- We Can No Longer Hide Behind our Collections

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- We Can No Longer Serve from the Side
- We Must be Active and Participate in the Improvement of our Communities and Larger Society
- We Cannot be Silent on Matters of Ignorance



**Libraries are  
PERFECTLY Situated**

# Libraries are PERFECTLY Situated

- We Function as Authorities NOT Authoritarians
  - We are Honest Brokers, Facilitators of Community Conversations
- We are Tool Builders
  - Need to Stop Riding the Waves, and Become Wave Machines
- We Provide the Connective Tissue to our Organizations

# The Great Conversation

- A Distributed Network of 123,291 Libraries Having Conversations
- Networking these Conversations Together
- Millions of Conversations to Sharing, Relating, Understanding
- Creating the Infrastructure in the Market Place of Ideas

# We Must be Prepared

- Must be Radical Change Agents
- Fix Our Innovation Cycle
  - Repeat after me...new hires are not the solution
- Fix our Education System
- Fix Our Innovation Economy
- Library Vendors as Market Places Not Full Solutions
  - Innovations come from company, vendors, anyone - focus on API, not Interface

# The Obligation of Leadership

# The Obligation of Leadership

- Innovate from Core Principles



# The Obligation of Leadership

- Innovate from Core Principles
- Question Tradition

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- Innovate from Core Principles
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  - Where's the Data, Where's the Theory

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- Become a Mentor

# The Obligation of Leadership

- Innovate from Core Principles
- Question Tradition
- Hold the Visionaries to Account
  - Where's the Data, Where's the Theory
- Become a Mentor
- **YOU** are the Future of Libraries!

Slides, Projects, and Opportunities  
[www.DavidLankes.org](http://www.DavidLankes.org)

