

# Thoughts on the Future of the Library Models Represented by the Participants

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Video link: [https://www.youtube.com/watch?v=w6WwGfuJF\\_E&t=38m05s](https://www.youtube.com/watch?v=w6WwGfuJF_E&t=38m05s)

All five library models have a long and rich history, but all libraries must look to the future. A few key terms to keep in mind are digital revolution, becoming smarter together, the library as a place of learning, Open Science, new services and investment in staff.

The library is flourishing as a place of learning and social gathering. The University of Cyprus is preparing an interesting new Learning Resource Centre. University College London will create new digitally enabled learning spaces that are open 24/7 – one centre with 1000 new learning spaces, and the other with 800 learning spaces. A new modern public library will be opened in the very centre of Helsinki in 2018. This was selected as one of the main projects to celebrate Finland's 100th anniversary.<sup>1</sup> The new, functional main library was opened at the University of Helsinki in 2012 and has been extremely popular.<sup>2</sup> In Copenhagen the public library focusses on children and schools. The library space is increasingly a place for learning, knowledge, work and social life.

The digital revolution (born-digital and digitised publications and data) extends the service opportunities of art libraries: the library of MoMA is a good example. Open Science, Open Access and Open Data especially challenge university libraries and other scientific libraries to develop structures and researcher services and to train staff in the skills needed. The digital world requires cooperation and division of labour cross-departmentally, nationally and internationally. The Library of University College London is a good example of an excellent library model of a top university.

Open Science also requires new network solutions, of which OpenAIRE is a fine case. Structures and services are needed which can connect actors to produce services in European networks or worldwide.

What is the future of national libraries? The basic mission of a nation's library, to preserve the publishing heritage for future generations, will remain an important task. The digital revolution adds challenges to the management of this task. The national library can also function as a national service centre for memory institutions. The question is how to secure sufficient financing and the support of society for the work, which focusses long into the future.

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1. See the website of the Central Library of Helsinki, updated frequently: <http://keskustakirjasto.fi/en/>

2. <http://www.helsinki.fi/kirjasto/en/library-locations/main-library/>; 'Helsinki University Main Library', in Finnish Architecture with an Edge, photographed by Kari Palsila, edited and written by Tarja Nurmi, Helsinki: Maahenki, 2013, pp. 64-81; Kaisa Sinikara and Anna-Maija Lukkari, 'A Case Study on a Post-occupancy Evaluation of the New Helsinki University Main Library', in Karen Latimer and Dorothea Sommer (eds), Post-occupancy Evaluation of Library Buildings, Berlin: De Gruyter Saur, 2015, pp. 175-191.

## Existing Cooperation with Libraries of Other Categories

The new slogan of the Copenhagen Public Libraries, 'We get smarter together', is an excellent message for all of us. Libraries are not successful alone but need collaboration inside their own home organisation, locally and globally.

Paul Ayris and Milan Hughston described the strengthening of cooperation between different partners inside a home organisation that has given a strong role to the library. As an example, Milan Hughston outlined a new research effort at MoMA entitled Contemporary and Modern Art Perspectives [C-MAP] for Art in a Global Age, composed of curators, educators, the Library, Archives and publications staff, which will concentrate on global research in the visual arts of Japan, Brazil and Central and Eastern Europe. The effort would not have any hope of success without this shared collaboration.

Most libraries in Europe are partners in several consortia, such as national e-licensing consortia. Collaboration with other memory institutions can produce integrated services for the benefit of users.

Cooperation networks, such as LIBER, the Association of European Research Libraries, or the global networks of the national libraries or of art libraries, are able to contribute new tools for managing the changes in the large information landscape. The international cooperation of libraries has been a key resource in pioneering the use of information technology and digital publishing inside universities. The objective of the OpenAIRE project is to gather all the European scientific libraries and researchers through the National Open Access Desks. An interesting international framework is the International Image Interoperability Framework [IIIF], of which the MoMA Library is a partner.

## Expected and Potential Synergies between Different Library Models

The lowering of the borders between different types of institutions is not always easy. It requires vision and courage, the identification of common interests and usually much patience, as well as the funding and creation of financing models. However, collaboration is essential for the future of libraries. The border areas of different types of partners are extremely remarkable for their potential for the application of new, creative solutions.

The synergies involved can provide economic advantages or higher effectiveness, or even opportunities to produce better quality from the point of view of social advantages. A justified division of labour is able to produce financial benefits and increased efficiency. One example is when responsibility is placed on a national or other type of library for certain library functions of all the libraries, allowing other libraries to concentrate on their own strengths. The National Library of Finland provides national infrastructure services to the library network, in particular, but also to other institutions. To ensure the success of the cooperation needed for providing these national services, mechanisms such as councils, steering groups and consortia have been created to facilitate discussions and networking.<sup>3</sup>

I also consider the development of digital humanities to be extremely stimulating.<sup>4</sup> Many digitised publications and much data are available in the different repositories of libraries, archives and other organisations. Born-digital new material is constantly being created. An important question is how researchers are able to use extensive amounts of material in the best way and to find totally new methods and new research problems in the digital world. Some of the largest university and national

3. For more about the networking of the National Library of Finland, see: <https://www.kansalliskirjasto.fi/en/networking>; last accessed 24 February 2017. Website of the Council for Finnish University Libraries: <http://yliopistokirjastot.fi/en/>; last accessed 24 February 2017.

4. Digital Humanities at Yale University, <http://digitalhumanities.yale.edu/>; last accessed 24 February 2017. At University College London, <http://www.ucl.ac.uk/dh/>; last accessed 24 February 2017. At the University of Helsinki the HELDIG: Helsinki Centre for Digital Humanities was opened in 2016.

libraries, among others, have established special units for this purpose and are working to find new tools for the use of research. A close cooperation between the library and the home organisation produces opportunities to engage in experiments and testing.

Open Access and Open Science create synergy. An example of shared open development outside the realm of libraries is the Linux operating system. Linux is one of the most prominent examples of free and open-source software collaboration. The underlying source code may be used, modified and distributed – commercially or non-commercially – by anyone under the terms of its respective licenses. In 1991, 25 years ago, while studying and working at the University of Helsinki, Linus Torvalds became curious about operating systems and was frustrated by the licensing of MINIX, which at the time limited it to educational use only. He began to work on his own operating system kernel, which eventually became the Linux kernel. The kernel work started in 1991, and version 1.0 of the operating system was released in 1994. Because of the dominance of Android on smartphones, Linux has the largest installed base of all general-purpose operating systems. Linux is also the leading operating system on servers and other complex systems, such as mainframe computers and virtually all supercomputers.<sup>5</sup>

### **Suggestions and Insights on the Improvement of Library Management and Function**

The information landscape is changing rapidly. Therefore, libraries need strategic management and leadership. Choices need to be made on the focus of functions and resources. Networking skills and knowledge on how to lead networks are needed. Investment in staff competence is essential. Management should be evidence-based on data such as systematic user surveys and surveys of the welfare of staff members.

The strategy of the Copenhagen Public Libraries includes the idea of the proactive library and collaboration activities with customers. It will introduce increased opening hours and simultaneously reduced hours for access to staff at reference desks at the physical libraries. This strategy brings profound changes to the role of library staff, and a comprehensive competence development programme has been developed to support this shift. Denmark has placed a strong emphasis on children as a target group, with several consequences inside the libraries.

MoMA's Library and Archives have a new attitude that is not so much just about the valuable collections but rather about how to promote them.

The management and strategies of the UCL Library analysed by Paul Ayris include excellent models. The University has made a strategic choice to support Open Access, with many positive results. The Library has broad responsibilities. The priorities for the development of the UCL Library are user experience, staff, equality and diversity, finance, management information and value for money, systems and processes, sustainable estate and communication, and Open Access and outreach.

These priorities, in my opinion, should characterise the management of every library. It might be difficult to point to one model which could operate everywhere. However, an openness to experimentation is essential, as is the courage to make and to learn from mistakes and to build confidence together with stakeholders and staff members.

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5. 'Linus Torvalds, Finnish Computer Scientist', *Encyclopaedia Britannica*, <https://global.britannica.com/biography/Linus-Torvalds>; last accessed 24 February 2017. Jon Brodtkin, 'Linus Torvalds Named Most Influential Open Source Blogger; Tim O'Reilly Leads Overall Ranking in Open Source Social Media', *Network World* (17 March 2010), [https://helka.finna.fi/PrimoRecord/pci.gale\\_ofa221738417](https://helka.finna.fi/PrimoRecord/pci.gale_ofa221738417); last accessed 28 February 2017.