



New Organizations for Collaboration and Development: DLF Aquifer

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Organizations Old and New

- ARL (1932)
- CLR (1957) & CPA (1986)--CLIR (1997)
predecessors
- OCLC (1967)
- CNI (1990)
- DLF (1995)
- ???

Drawing on lessons from the past

Shamelessly borrowed from Martin Halbert quoting Roy Rosenzweig at last week's Digital Scholarship seminar

“The past is a reservoir of alternatives to the present...pointing toward a possible use of the past for people to shape a civic area...By recovering things from the past or by looking at the experience differently, we can see how to think and act differently in the future.”

From *The presence of the past: Popular uses of history in American Life*

New Organizations and Initiatives

- Emerge as common problems are identified
- Existing organizations perceived as having different priorities (acting differently in the future)
- Advantage of small, focused organizations
 - Agile
 - Greater than the sum of component parts
- Challenges of emergence
 - Defining problem space
 - Right sizing
 - Synchronizing with members/participants shifting priorities
 - Sustaining

Information landscape and commercial services

- What to build and what to buy?
 - ILS vendors are not “stepping up to the plate” and why would we expect them to?
- What is specialized and what is not?
 - When does it make sense to adopt commercially available services versus adapting, being responsible for, investing in solutions?

Rapid Development life cycles and traditional organizations

- A place for startups and a place for established service providers
- A place for organizations that are perceived as lasting and reliable and a place for organizations and initiatives that come and go (and mechanisms for letting them go)
- Challenge to get the balance and communication calibrated between the two

DLF Aquifer

- Concept of distributed open digital library in founding DLF charter
- Named Aquifer in 2003
- Lightweight organizational structure created in 2005
 - Within DLF (a non-profit membership organization)
 - Strongly reliant on community resources--collaboration

Collaboration

"...we suggest that collaboration differs from... cooperation in two main ways. First, cooperation is motivated by the benefits each party expects to receive from sharing ideas, information or resources. Therefore, while cooperative behavior may be enjoyable in its own right, it is primarily extrinsically motivated. Second, because cooperative behavior ultimately involves the pursuit of self-interest, it requires periodic or even continual assessment by each participant of the amount of trust and commitment of the other party. In collaborative relationships, on the other hand, each party is as committed to the other's interests as it is to its own, and this commitment reduces the need for the continual assessment of trust and its implications for how rewards will be divided." p.40

Miles, R.E. et al. (2005) *Collaborative entrepreneurship: how communities of networked firms use continuous innovation to create economic wealth*. Palo Alto, CA: Stanford University Press.

Collaborative entrepreneurship model

- Innovation generator
 - Small team
 - Supported by contributions from individual enterprises
- Viable products go out to individual companies to be sustained
- Extensible to university environments

The DLF Aquifer engine

- From DLF for development to ??? for sustaining
 - Consistent attention
 - Administrative support
- The working groups
 - Organizational links
 - Community links
- Resources
 - From collaborators (directly and through investment in DLF)
 - Grant funding
 - Fees???

Sustaining Aquifer

- Part it out
 - Community standards
 - Software and services
 - Collections
- Take it to the next level?
- Affiliate with another (service provider) organization
- Move to participant library host

Resources for ongoing support

“If enough people who are viewed as important want it, we will find a way to pay.” Paul Courant

- Assessment during development period is critical
- Revenue streams
 - Subscription
 - Libraries pay for services
 - Increased visibility for collections
 - Metadata enhancement

What does the larger community want?

- The ability to collaborate
- The ability to innovate, create, sustain, discard
- The monkey of traditional processing off their collective backs
- Trusted service providers to create usable solutions
- Vision translated into operational success

What organizational models are needed to meet this challenges?

- Collaborative organizations
 - Is it true that universities can't collaborate?
 - What fuels collaboration?
- Partnerships
- Government agencies
- Methods for
 - Growing organizations from developing to sustaining initiatives
 - Moving initiatives from innovation incubators to service providers (both functions don't have to happen in the same organization)
 - Gracefully shutting down, parting out testbeds

Examples of emerging organizations

- Those represented by other panelists
- Educopia?
- Societies that support scholars' projects?

Questions? Comments?

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